

Request for Proposals:
Muwekma Ohlone Preservation Foundation Strategic Planning Consultant
Deadline for Submission: April 15, 2022 (Role open until filled)

Purpose and Scope of Services

The purpose of this Request for Proposal (RFP) is to solicit proposals from consultants experienced in strategic planning to lead the Muwekma Ohlone Preservation Foundation's (MOPF) Board of Directors through a long-range strategic planning process.

Specifically, MOPF is seeking a consultant to provide the following services over a 12-18 month process:

- **Facilitation:** Confirm formation of the MOPF Strategic Planning Committee. Facilitate all Strategic Planning Committee meetings and provide leadership, direction, and expert consultation and advice related to the development of an effective strategic plan.
- **Preparation:** Develop a timeline to create the strategic plan including measurable benchmarks, objectives, and tasks to be accomplished. Clarify roles of the MOPF Strategic Planning Committee. Finalize organizational history and context. List internal and external stakeholders whose input is needed (ex: tribal council, current and potential funders, current and potential partners). **~2 months**
- **Information Gathering:** Conduct an internal and external survey to create a Strengths, Opportunities, Aspirations, and Results analysis of the organization. Conduct stakeholders interviews. Review strategic plans of comparable tribal land trusts. Determine priorities of tribal leadership. Analyze financial position and funding opportunities available. Prepare a summary of input, present to Tribal Council and MOPF board members for review. **4-6 months**
- **Plan:** Create a clear, easily consumed Strategic Plan for MOPF for 2023-2028. This would involve regular input and feedback from the MOPF Strategic Planning Committee and Board of Directors. The plan would need to be formally approved by the MOPF Board of Directors, per the Bylaws. **6-8 months**

The Strategic Plan should include:

- Theory of Change: Mission, Vision, Values, Impact, Problem Addressed, Programs, and Outcomes
- 3-5 Strategic Priorities (both programmatic and organizational effectiveness priorities) to clarify the focus of the MOPF in the next 5 years. The Plan should also include a list of potential additional/future priorities for MOPF to revisit in the next strategic planning process.
- Implementation Plan: Identify funding needed and key people to lead development of objectives for each strategic priority including participation of tribal council members as well as staff, board, and volunteers required

- Evaluation methodology to monitor progress toward achievement of strategic priorities and objectives.

Organizational History and Context

The Muwekma Ohlone Tribe of the San Francisco Bay Area represents all the known surviving lineages of the people put into Mission San Jose, Santa Clara, and San Francisco and who were members of the historic Federally Recognized Verona Band of Alameda County. Today, the Muwekma Ohlone tribe represents ~600 people who descend from modern day San Francisco, Alameda, Contra Costa, Santa Cruz, San Mateo, Santa Clara, San Joaquin, and Solano Counties. More information about the Tribe's history can be found at www.muwekma.org. The Muwekma Ohlone Tribal Council formed in 1980 and has been pursuing reaffirmation of their federal status.¹ Tribal members generally live in the East Bay and South Bay areas and the Central Valley. Charlene Nijmeh is the Chairwoman of the Tribe and Monica V. Arellano is the Vice Chairwoman; they also serve as President and Vice-President of MOPF, respectively.

The Muwekma Ohlone Preservation Foundation began with a unanimous vote of the Tribal Council in 2020 and was formed in 2021. The MOPF Board is composed of tribal council members, archeologists, anthropologists, and environmental advocates, and land conservation practitioners.

The Muwekma Ohlone Tribe of the San Francisco Bay Area works through the Muwekma Ohlone Preservation Foundation to:

- Heal *mak Muwékma* (our People) by connecting with and caring for our ancestral lands,
- Protect and *hinnimpisin 'oyyo 'innu heeme* (restore culture, and natural resources)
- Gain and *'utas warep* (steward the land-base where we have always been)
- Awaken cultural practices on the land through tribal gatherings and creating ceremonial spaces
- Ensure the continued *'iškaanesin mak Muwékma* (resilience of our People).

In the last twenty years, non-profit land trusts have emerged as a tool for tribes across the U.S. to reconnect with land.² For tribes that are not Federally-recognized (or are seeking their reaffirmation), land trusts have become a way to hold easements, acquire land, and steward traditional territories. In California, "State Recognized" tribes through the Native American Heritage Commission are able to hold conservation easements, are contacted during the California Environmental Quality Act process, and may participate in reburials of ancestral remains and artifacts, but are not otherwise granted the rights and status of Federally recognized tribes. Land trusts have also become a way to form partnerships between allied organizations (academics, archeologists, environmentalists, public agencies, and more) and tribes, while providing a vehicle for supporters to volunteer with and support financially. In the Bay Area, the Amah Mutsun Land Trust³ serves this role for the Amah Mutsun Tribal Band, who

¹ <https://www.bia.gov/as-ia/ofa/111-muwekm-ca>

² <https://www.landtrustalliance.org/news/source-all-sustains-us>

³ <https://www.amahmutsunlandtrust.org/>

have a strong relationship with the Muwekma Ohlone Tribe. The Amah Mutsun Land Trust strategic plan may serve as a model for the MOPF process.⁴ In contrast to recent decades, local interest in partnering with tribes has increased greatly in the last two years. The number of requests to work with the Muwekma has strained the Tribe's mostly volunteer capacity to support. Capturing this interest and directing it towards initiatives prioritized by the Tribe is an important goal for MOPF.

Project Requirements and Timeline

1. MOPF is seeking proposals from applicants who are capable of addressing all of the above and who can provide additional expertise to help the organization and the community it serves achieve a successful project outcome.
2. While MOPF understands that completing this project requires significant and active Board and Strategic Planning Committee involvement, it is important to note that the applicant selected will be responsible for completing all project work products and final deliverables.
3. Applicants are to propose which aspects of the project will require Board and Committee involvement and include the expected time requirements for all activities involving their participation. The Board has estimated how much time we think the project should take.
4. Proposals must include a clear description of the applicant's plan to complete all of the project components (i.e. in what order will the projects be completed, how long each component will take to complete, etc.)
5. Applicants must include in their project timelines "check-in" points for MOPF Board of Directors and Strategic Planning Committee to be provided with project status updates (we will work together to determine when check-ins will happen with Tribal Council). As work products/deliverables are completed prior to the established check-in points, applicants will be required to send MOPF Strategic Planning Committee these materials to facilitate the status update meetings. The successful applicant will be responsible for setting up the check-in meetings, preparing an agenda for each meeting, sending out meeting invites and writing meeting minutes.
6. **It is expected that the total cost for this project will not exceed \$40,000.**

Evaluation Criteria

In awarding a contract for consulting services to develop a long-range strategic plan for the organization, MOPF will examine a number of factors and criteria will include:

- The extent to which the proposal addresses the stated management issues and clearly describes the scope of work
- Specific plans or methodology to be used to perform the services
- Qualifications and experience of consultant in providing strategic planning development
- Experience working with land trusts and Native Americans

⁴ https://www.amahmutsunlandtrust.org/s/AMLT_Strategic_Plan_Draft_v11compressed.pdf

- Availability for work to be conducted during a 12-18 month process with a strategic plan draft presented to the MOPF board no later than at their January 2024 board meeting.
- Project cost

Your Application

Please provide a complete written response to this RFP. Brevity will be appreciated. Proposals should include:

1. A brief Executive Summary
2. A description of the applicant's general approach to strategic planning consultation, including methodology, perspective, or philosophy that guides work with organizations in this undertaking
3. A clear explanation of how the consultant will perform the scope of services
4. A list of project deliverables to be created with a detailed timeline for each deliverable and overall project completion
5. A detailed budget that breaks out expenses
6. Credentials and qualifications of key personnel who will take responsibility for working directly on this project, including three references; please also list any existing relationships with members of the Tribal Council of Muwekma or members of the Board of MOPF
7. Example(s) of a finished strategic plan created by you/your company

Project Schedule

Proposals due April 15, 2022

Interviews completed by May 31, 2022

Selections by July 7, 2022

Questions and applicant proposals can be sent to muwekmalandtrust@gmail.com