



GREAT REDWOOD TRAIL AGENCY

Questions & Answers: RFP Tribal Liaison Consultant

Below are responses to all questions received prior to the January 26, 2026, 5pm deadline posted in the RFP.

1. Is there an established budget range or not-to-exceed amount for this contract? The RFP requests an hourly rate and estimated annual cost but does not indicate the anticipated scope of hours or funding available.

- No, there is not an established budget range or not-to-exceed amount for this contract. The final contract amount will be determined based on the proposal selected and the successful proposer's approach to carrying out the scope of work described in the RFP, including the plan to perform the requested services and the associated pricing submitted as part of the proposal. As noted in the RFP, respondents are asked to provide an hourly rate and an estimated total cost per year. GRTA anticipates that the proposed annual cost will reflect the depth, breadth, and level of effort proposed to fulfill the requested services.

2. What is the anticipated contract term? The RFP requests pricing on an annual basis but does not specify the initial contract duration or whether extension options are anticipated.

- The anticipated contract term has not been predetermined. The contract term will be negotiated with the successful respondent and will be based on direction from the GRTA Board of Directors. For continuity and in recognition of the scope and nature of the services described in the RFP, GRTA anticipates that this work may extend beyond a single year and could take the form of a multi-year agreement, subject to Board direction, funding availability, and satisfactory performance.

3. Could you clarify who has been serving as the primary tribal liaison or engagement lead for GRTA to date, and whether this procurement represents a continuation, expansion, or transition of that role?

- This procurement represents an expansion and formalization of GRTA’s tribal partnership and engagement efforts, as directed by the Board of Directors through the adoption of Resolution 2025-09 included with the RFP, and as informed by feedback received from tribes during the Great Redwood Trail Master Plan process.

GRTA is a relatively new agency, having been formed in 2022, with the first (and current) Executive Director hired in 2024. To date, there has not been a dedicated tribal liaison staff position. Government-to-government consultations required by law have been conducted by the Executive Director, with participation from Board members when requested by a Tribe during consultation. GRTA staff at various levels have also attended tribal meetings, events, and discussions when invited by tribes.

The Executive Director has served as the primary point of contact with tribal administrators and tribal government staff, with other GRTA managers participating in engagement on topic-specific matters aligned with their roles. For example, when a Tribe has expressed interest in development of a segment of the Great Redwood Trail, GRTA’s Trail Development Manager and other project management staff have participated in discussions with tribal staff to formulate the scope of our partnership.

The Tribal Liaison Consultant role is intended to build upon and support this existing engagement framework by providing dedicated capacity for facilitation, coordination, and development of structures—such as the Tribal Advisory Committee—that further integrate tribal participation into GRTA’s planning, policy development, and long-term stewardship of the Great Redwood Trail.

4. How does GRTA envision day-to-day coordination between the selected Tribal Liaison Consultant and GRTA staff?

- GRTA anticipates close, ongoing coordination between the Tribal Liaison Consultant and agency staff throughout the duration of this work. GRTA staff will continue to lead the overall direction of the project, informed by the Great Redwood Trail Master Plan and extensive tribal engagement conducted to date, with the consultant working in partnership with staff.

To be effective, the Tribal Liaison Consultant will need an in-depth understanding of GRTA as an agency, the Great Redwood Trail Master Plan, the

goals and intended role of the Tribal Advisory Committee, and GRTA's commitments related to tribal participation, land stewardship, and trail development. Day-to-day coordination is expected to include regular meetings with staff, close collaboration with GRTA's broader consulting team, and coordination with the Board of Directors and its Ad-Hoc Committee, as appropriate.

As outlined in the RFP under the "Description of Services," the majority of the requested services—such as facilitating tribal engagement, supporting development and operation of the Tribal Advisory Committee, advising staff on opportunities for MOUs and paid service contracts with tribes, developing culturally appropriate communications, contributing to the development of tribally informed policies, and preparing materials for Board consideration—require sustained collaboration with GRTA staff. The consultant should expect this to be a highly integrated role, working closely with staff to ensure tribal input is thoughtfully synthesized and meaningfully incorporated into agency policies, practices, and project development.

5. Which GRTA staff roles are expected to work most closely with the consultant on Tribal engagement and the development of the Tribal Advisory Committee?

- GRTA currently has six staff members, including three executive and management-level staff. The primary point of contact for the Tribal Liaison Consultant will be the Executive Director.

Other management staff will work closely with the consultant as engagement activities relate to their respective areas of responsibility, including Trail Development and Operations & Maintenance. As described in the RFP, the consultant should anticipate coordinating with multiple staff roles as needed to support development of the Tribal Advisory Committee and to integrate tribal input into trail design, policy development, and other agency activities.

6. How does GRTA define the division of responsibilities between the consultant and GRTA staff regarding Tribal outreach, coordination, and advisory committee support?

- GRTA staff will continue to maintain existing relationships with tribes and to engage directly with tribal governments on specific projects and activities of mutual interest. These responsibilities will remain with agency staff.

The Tribal Liaison Consultant is intended to provide additional capacity to support and expand these efforts by assisting with broader outreach, coordination and synthesis of tribal input, facilitation of engagement activities, and development and support of the Tribal Advisory Committee, as described in the RFP. The consultant's role is to help ensure that tribal feedback and participation are coordinated across the agency and thoughtfully integrated into GRTA's planning, policy development, and trail implementation work, so the Great Redwood Trail project advances cohesively with consistent and meaningful tribal participation.

7. Does GRTA anticipate that the Tribal Advisory Committee will be formally established by Board action before or during the consultant's contract period?

- The RFP anticipates that establishment of the Tribal Advisory Committee will occur during the consultant's contract period. As described under the "Description of Services," the initial activities of the Tribal Liaison Consultant focus on developing recommendations related to the formation, structure, and operation of the Tribal Advisory Committee, with later activities including facilitation of ongoing Tribal Advisory Committee meetings once the committee is established.

As noted in the RFP, the consultant will assist in drafting a detailed proposal for the Tribal Advisory Committee. Those recommendations will be presented to the Board's Ad-Hoc Committee and/or GRTA Board of Directors. Formal establishment of the Tribal Advisory Committee would occur through Board action, following review of these recommendations.

8. How does GRTA envision the transmission of Tribal Advisory Committee recommendations to staff and the Board, and how will these be incorporated into agency decision making?

- The RFP envisions that Tribal Advisory Committee (TAC) recommendations will be transmitted to GRTA staff and the Board through structured, documented processes developed as part of the consultant's scope of work. As outlined in the "Description of Services," the Tribal Liaison Consultant will support facilitation of the TAC, prepare summaries, reports, and presentation materials, and assist in translating tribal priorities and recommendations into clear, actionable information for staff and Board consideration.

TAC recommendations are expected to be formally communicated to GRTA staff and to the Board of Directors through materials and presentations prepared with the support of the consultant and reviewed by staff, including through the Board's Ad-Hoc Committee, as appropriate. GRTA staff will be responsible for integrating these recommendations into agency planning, policy development, and project implementation, with guidance from GRTA's Board of Directors consistent with the agency's governance structure and decision-making authority.

As described throughout the RFP, including in the development of tribally informed policies, land stewardship approaches, trail development practices, and partnership agreements, TAC recommendations are intended to meaningfully inform agency decisions while recognizing that final decision-making authority rests with staff and/or the GRTA Board of Directors.

9. Will the consultant be expected to draft governance materials such as a committee charter, operating guidelines, or protocols, or does GRTA plan to develop these internally?

- Yes. Development of governance and operating materials for the Tribal Advisory Committee is part of the scope of work anticipated for the Tribal Liaison Consultant and will occur in consultation with GRTA staff and counsel. As described in the RFP under the "Description of Services," the consultant will guide development of engagement frameworks, discussion protocols, and recommendations related to the structure and operation of the Tribal Advisory Committee.

This work is expected to include assessing options, supporting outreach and recruitment, facilitating discussions with tribes and GRTA staff, and developing draft materials and recommendations for review by staff and consideration by the GRTA Board of Directors. Final approval and adoption of any governance materials will occur through GRTA's established governance processes.

10. Approximately how many Tribal governments or Tribal-led organizations does GRTA anticipate engaging with during the first year of the contract?

- There are over 30 California Native American Tribes and tribal-led organizations within the Great Redwood Trail project area. Consistent with the RFP's emphasis on inclusive and proactive outreach, initial engagement is expected to include

outreach to all interested Tribes and tribal-led organizations when developing recommendations related to the formation and composition of the Tribal Advisory Committee.

Based on GRTA's experience over the past several years, there are approximately 7 to 10 Tribes and tribal-led organizations that currently engage most frequently with the agency and have demonstrated a high level of interest in the project. Engagement levels may evolve over time, and the consultant should anticipate supporting both broad outreach and deeper engagement with Tribes that choose to participate more actively.

11. Will the consultant be expected to attend GRTA Board meetings, committee meetings, or public meetings beyond Tribal Advisory Committee sessions?

- Yes. As described in the RFP, this role requires a strong understanding of GRTA as an agency and of the Great Redwood Trail project. Participation in, and/or observance of, relevant GRTA Board meetings, committee meetings, and public meetings beyond Tribal Advisory Committee sessions may be necessary to support that understanding and to effectively carry out the scope of work.

The extent and frequency of meeting participation will be coordinated with GRTA staff and aligned with the consultant's proposed approach and the needs of the project.

12. Are in-person engagements, such as site visits or walking tours, anticipated as a regular component of the scope? If so, how frequently?

- The frequency of in-person engagements has not been predetermined. However, based on GRTA's experience and the preferences expressed by many Tribes, some level of in-person engagement should be anticipated as part of this work.

As noted in the RFP's emphasis on trust-based, culturally informed relationship building, meetings with tribal members and tribal government staff are often most effective when conducted in person, including site visits or walking tours where appropriate. While engagement preferences vary by Tribe, proposers should anticipate incorporating in-person engagement into their approach, with the frequency and format to be determined collaboratively with Tribes and GRTA staff.

13. Does GRTA have an existing contact list for relevant Tribes and Tribal-led organizations, or will the consultant be expected to develop and maintain this outreach list?

- Yes, GRTA has an existing contact list for relevant Tribes and tribal-led organizations. This information will be available to support the consultant's work. As noted in the RFP, the successful proposer is expected to bring deep, demonstrated experience working in close partnership with multiple Northern California Tribes, along with strong knowledge of tribal governance, cultural protocols, and collaborative decision-making on the North Coast. As a result, the Tribal Liaison Consultant may have additional or more effective points of contact, or may be aware of other Tribes or tribal-led organizations that could be interested in engaging with the project.

The consultant is expected to leverage their existing relationships and professional networks, in coordination with GRTA staff, to support outreach, engagement, and achievement of the services described in the RFP.

14. Has GRTA established an anticipated annual budget range or maximum amount for this contract, and does that amount apply annually or across the full contract term?

- No, an anticipated annual budget range or maximum contract amount has not been established. This is a new role for GRTA, and the agency is requesting proposals that include a proposed approach, scope, and budget for fulfilling the services and intentions described in the RFP. As noted in the RFP, proposed costs will be evaluated in the context of the respondent's proposed plan to carry out the scope of work.

15. Does GRTA anticipate an hourly contract structure, a fixed-price structure, or the flexibility to propose either approach?

- GRTA has not predetermined a contract pricing structure and is open to considering different approaches. Proposers may propose an hourly structure, a fixed-price structure, or a combination of approaches incorporating hourly rates with task-based not to exceed structure, as appropriate to their proposed scope and methodology. GRTA will evaluate proposed pricing structures in the context of the overall proposal and the respondent's plan to carry out the scope of work described in the RFP.

16. Does GRTA foresee a single-year contract with renewal options or a multi-year agreement? How would scope or budget adjustments be managed if engagement needs expand?

- Due to the need for continuity and the depth and breadth of services described in the RFP, GRTA anticipates that this work may take the form of a multi-year agreement, subject to limitations imposed by fiscal year budgeting processes. However, the final contract term and structure will be determined based on the proposals received and direction from the GRTA Board of Directors. Adjustments to scope or budget, if engagement needs expand, would be managed in accordance with GRTA's contracting practices. Contract changes may be authorized by the Executive Director pursuant to authority delegated by the Board of Directors at public meetings, with minor amendments potentially handled under existing delegated authority. Specific terms related to contract duration, scope adjustments, and budget modifications will be addressed during contract negotiations with the selected respondent.

17. Should travel and related expenses be included in the proposed pricing, or will they be reimbursed separately?

- Proposals should include the full costs necessary to provide the services described in the RFP, including any travel or related expenses that may be required to fulfill the scope of work. Proposed pricing should reflect all anticipated costs associated with the respondent's approach.

18. How does GRTA plan to handle notes, reports, and documentation that contain sensitive Tribal information, including expectations related to confidentiality, records retention, and public records requests?

- GRTA recognizes that Tribal engagement may involve sensitive cultural, governmental, or community information and that confidentiality and appropriate handling of such information are critical to building and maintaining trust-based relationships. Nonetheless, GRTA is subject to the provisions of the California Public Records Act making most public records, including those generated by contractors, subject to public disclosure unless expressly exempt.

Notes, reports, and documentation prepared by the consultant will be handled in coordination with GRTA staff and in a manner consistent with applicable state public records laws, while also respecting Tribal confidentiality protocols and preferences to the greatest extent allowed by law. Expectations related to confidentiality, information sharing, records retention, and responses to public

records requests will be addressed through contract terms and project protocols developed in collaboration with the consultant.

As described in the RFP, the consultant is expected to demonstrate sensitivity to cultural communication norms and confidentiality considerations and to work closely with GRTA staff to ensure that Tribal information is documented, summarized, and shared in a manner that is appropriate, respectful, and aligned with both legal requirements and Tribal expectations.

19. How will GRTA evaluate success during the first year of the Tribal Liaison Consultant engagement?

- Evaluation of success during the first year of the Tribal Liaison Consultant engagement will be defined during contract negotiations with the highest scoring respondent. The resulting contract will include a detailed scope of work with milestones, deliverables, and timelines for completion of key activities.

Consistent with the RFP, success is expected to be evaluated based on progress toward the services described in the “Description of Services,” including advancement of tribal engagement, development and support of the Tribal Advisory Committee, and the quality and usefulness of recommendations and materials provided to GRTA staff and the Board of Directors.

20. Are there specific milestones or deliverables that GRTA considers critical within the first six to twelve months?

- While specific milestones and deliverables will ultimately be refined during contract negotiations with the selected respondent, GRTA anticipates several foundational activities to be critical within the first six to twelve months of the contract.

Consistent with the “Description of Services” in the RFP, early priorities are expected to focus on relationship-building and groundwork necessary for successful establishment of the Tribal Advisory Committee. This may include initial outreach to Tribes and tribal-led organizations, early engagement sessions and presentations, coordination with the Board’s Ad-Hoc Committee, and development of recommendations related to the structure, purpose, and operations of the Tribal Advisory Committee.

Within this initial period, GRTA anticipates key deliverables may include a proposed framework for the Tribal Advisory Committee, draft recommendations regarding membership, governance, stipends or honoraria, decision-making protocols, and processes for communicating recommendations to staff and the Board. Facilitation of ongoing Tribal Advisory Committee meetings is anticipated to occur once the committee has been formally established by Board action and membership is in place.

Additional milestones within the first year may include early guidance on tribal engagement practices, contracting and partnership opportunities, and development of engagement frameworks and discussion protocols that support tribally informed policy development and trail planning. Final milestones, deliverables, and timelines will be established through contract negotiations and reflected in the executed scope of work.

21. How does GRTA plan to sustain Tribal Advisory Committee input and Tribal engagement beyond the consultant's contract period?

- The RFP anticipates that Tribal Advisory Committee (TAC) input and broader Tribal engagement will be sustained beyond the consultant's contract period through integration of Tribal perspectives into GRTA's policies, practices, and long-term project development. The Great Redwood Trail is a multi-generational project, and the role of the TAC and Tribal engagement is intended to extend beyond the duration of any single contract.

As described throughout the RFP, the Tribal Liaison Consultant is expected to work closely with GRTA staff during the early stages of policy and procedural development to help establish structures, frameworks, and practices that support long-term, trust-based relationships and culturally informed decision-making. This includes development of the Tribal Involvement Strategy and engagement frameworks that ensure ongoing participation of interested California Native American Tribes and tribal-led organizations in trail design, construction, stewardship, and management.

Through this work, TAC recommendations and Tribal input are intended to become embedded in GRTA's organizational culture, decision-making processes, and project delivery practices, enabling sustained Tribal participation and influence that outlives the consultant's contract.