



30125 SW Kinsman Rd. | Wilsonville, OR 97070

Tel: 800-922-2684

Fax: 503-763-3900

cisoregon.org

REQUEST FOR QUALIFICATIONS

Executive Director Performance Evaluation Consultant

RFQ Issue Date:	August 27, 2026
Deadline for Questions:	September 14, 2026, 5:00 p.m. Pacific
Qualifications Due:	September 25, 2026, 5:00 p.m. Pacific
CIS Contact:	Tamara E. Russell, CIS General Counsel
Email:	trussell@cisoregon.org

SECTION 1. INTRODUCTION AND NATURE OF THIS SOLICITATION

1.1 Purpose

CIS Trust ("CIS") invites statements of qualifications from experienced consultants interested in assisting the CIS Board of Trustees (the "Board") in conducting the annual performance evaluation of the CIS Executive Director.

1.2 Board-Adopted Evaluation Process

The Board is responsible for hiring and supervising a qualified and competent Executive Director, overseeing the Executive Director's performance, and supporting the Executive Director's professional development. On August 21, 2026, the Board adopted the CIS Executive Director Evaluation Process (the "Process"), attached as Exhibit A, which provides the framework for a formal annual evaluation conducted with the assistance of an independent outside consultant.

The Process governs. Section 2 of this RFQ summarizes the services CIS anticipates the consultant will perform, but it does not completely describe, amend, supersede, or expand the Process. In the event of any inconsistency, the Process controls.

1.3 Nature of This Solicitation

This RFQ seeks statements of qualifications for personal services. It is not a competitive sealed bid or a competitive sealed proposal, and it is not subject to competitive bidding requirements.

1.4 No Subsequent Solicitation Required

CIS may award a contract directly on the basis of the qualifications submitted in response to this RFQ. CIS is not obligated to issue any subsequent request for proposals. CIS reserves the right, in its sole

discretion, to request supplemental information, conduct interviews, request a more detailed work plan or fee proposal from one or more respondents, or negotiate with one or more respondents prior to award.

1.5 Working Relationships

The selected consultant will work directly with the Board and, as appropriate, with CIS General Counsel and the CIS HR Business Partner. The consultant must be able to conduct a fair, objective, confidential, and professionally administered evaluation in accordance with the Process and within the schedule set out in Section 3.

SECTION 2. SUMMARY OF ANTICIPATED SERVICES

The following summarizes the services CIS anticipates. Respondents should review Exhibit A for the complete Board-adopted framework.

2.1 Planning and Preliminary Review

- Review the Process and relevant supporting documents, which may include the Executive Director's job description, the CIS strategic plan, applicable Board policies and directives, CIS' mission, vision and values, the CIS Employee Handbook, and other relevant materials.
- Consult with CIS General Counsel and others designated by the Board regarding the evaluation schedule, responsibilities, communications, and expected deliverables.
- Develop a project schedule that allows the evaluation to be completed within the timeline in Section 3.

2.2 Evaluation Instruments

Develop or recommend an appropriate evaluation survey, checklist, interview protocol, or other assessment instrument, aligned to the evaluation criteria adopted by the Board in the Process:

- Accomplishments of and adherence to CIS's mission, vision, values, Employee Handbook, and strategic plan for which the Executive Director is responsible;
- Implementation of, adherence to, and monitoring of Board policies and directives;
- Ensuring that the Board is well informed on issues affecting CIS and its member cities, counties, and other insured;
- Successful undertaking of relevant professional development and education;
- Ability to lead a staff that aligns with CIS's core operational standards while maintaining a positive and appropriate workplace culture; and
- Successful completion of the duties and responsibilities described in the Executive Director job description.

The consultant should explain how quantitative and qualitative feedback will be collected, evaluated, reconciled, and presented.

2.3 Executive Director Input

- Prepare a self-evaluation template and provide instructions, forms, and other materials to facilitate the Executive Director's participation.
- Receive and review the Executive Director's self-evaluation, and identify matters raised in it that warrant additional consideration.

2.4 Board Input

- Obtain feedback from all members of the Board (there are ten Trustees). Under the Process, all Trustees are required to participate. The consultant will report any non-participation to the Board Chair.
- Administer a structured evaluation survey, checklist, interview process, or other assessment method.
- Provide Board members with clear instructions regarding the process, the applicable criteria, confidentiality and its limits, and the type of feedback that will be most useful.

2.5 Direct-Report Input

- Conduct confidential interviews, assessments, or surveys with the Executive Director's direct reports, gathering qualitative information concerning leadership efficacy and communication; the health and alignment of CIS's workplace culture; and adherence to CIS's mission, vision, values, and Employee Handbook. There are eight direct reports.
- Establish procedures that encourage candid participation while protecting confidentiality to the extent reasonably possible.
- Present direct-report feedback with identifying information redacted to the Board, in a manner that preserves the substance necessary for a meaningful evaluation.

2.6 Analysis and Report

- Synthesize the Executive Director's self-evaluation, Board feedback, and direct-report feedback into a comprehensive written performance report for the Board and the Executive Director.
- Identify areas of alignment, material differences in perspective, accomplishments, strengths, opportunities for development, and matters requiring Board consideration.
- Provide the completed report to the Board and the Executive Director **at least fourteen (14) days** before the annual evaluation meeting scheduled for December 18, 2026, and as required by the Process.
- If requested, assist the Board in identifying prospective performance objectives or professional-development priorities for the next evaluation period.

2.7 Presentation and Executive Session

Present the findings and assist the Board in discussing the report with the Executive Director at the annual evaluation meeting on December 18, 2026. The Board anticipates conducting this discussion

in executive session. Respondents should be aware that under Oregon law the Executive Director may request an open hearing, in which case the discussion will occur in open session.

Segregation of findings. ORS 192.660(8) provides that a governing body may not use an executive session for purposes of evaluating a chief executive officer to conduct a general evaluation of an agency goal, objective, or operation, or any directive to personnel concerning agency goals, objectives, operations, or programs. The consultant’s report must therefore present findings regarding the Executive Director’s individual employment-related performance **separately and clearly** from any organizational assessment or recommended directives, so that the Board may address each in the appropriate forum.

2.8 Potential EEO or Workplace-Law Concerns

The consultant must be able to recognize concerns involving potential discrimination, harassment, retaliation, or other equal employment opportunity violations that may arise during the evaluation process, and to distinguish evaluative feedback from allegations requiring separate investigation. See Exhibit A for more information.

2.9 Records, Custody, and Disposition

The consultant will deliver to CIS the final report and the evaluation instruments used. Except as the contract otherwise provides, the consultant will retain the raw interview notes, individual survey responses, and other underlying source materials, will not deliver them to CIS, and will retain and then destroy them in accordance with a schedule selected in consultation with the CIS General Counsel. Records delivered to CIS will be maintained by CIS in accordance with the CIS Records Retention Policy and applicable law. The consultant will work with the CIS HR Business Partner and CIS General Counsel regarding the transfer of any records to CIS.

2.10 Process Review

Following completion of the evaluation, the consultant may be asked to provide recommendations concerning potential improvements to the evaluation instruments, methodology, schedule, or the Board-adopted Process for use in future evaluation cycles.

SECTION 3. ANTICIPATED SCHEDULE

All dates other than the annual evaluation meeting are estimates and may be revised by CIS by addendum.

Milestone	Date
RFQ issued	August 27, 2026
Deadline for written questions	September 14, 2026, 5:00 p.m. Pacific

Milestone	Date
Addenda issued (if any)	September 18, 2026
Qualifications due	September 25, 5:00 p.m. Pacific
Evaluation of submittals	September 28-October 15
CIS Board Special Meeting to Select Finalist	October 2026
Contract executed; work begins	October 2026
Consultant report due to Board and Executive Director	December 4, 2026 (14 days before the meeting)
Annual evaluation meeting	December 18, 2026

SECTION 4. MINIMUM QUALIFICATIONS

To be considered, a respondent must demonstrate each of the following. Submittals that do not demonstrate all minimum qualifications may be rejected without further evaluation.

- Completion of at least three (3) executive performance evaluations of executive directors, chief executive officers, or similarly situated executives, at least two (2) of which were completed within the past five (5) years;
- Experience working with a governing board, executive committee, or other oversight body in connection with executive evaluation or governance work;
- Experience conducting confidential interviews with senior staff or executive direct reports;
- Availability to perform and complete the services within the schedule set out in Section 3; and
- Absence of any relationship or circumstance that would prevent the respondent from conducting a fair, independent, and credible evaluation, or the identification of an actual or reasonably perceived conflict together with an acceptable plan to address it.

SECTION 5. EVALUATION FACTORS AND RELATIVE IMPORTANCE

Submittals meeting the minimum qualifications will be evaluated on the following factors, which are listed with their relative importance.

Evaluation Factor	Relative Weight
Demonstrated experience conducting executive performance evaluations, including the depth, comparability, and recency of the engagements described	30%
Qualifications, experience, and proposed roles of the individuals who would perform the work	20%
Proposed approach, including methodology, confidentiality safeguards, and handling of sensitive concerns	20%
Relevant experience with public entities, local governments, intergovernmental organizations, special districts, public-sector risk pools, nonprofit entities, or comparable organizations, and knowledge of board governance and board-executive relationships	15%
References and performance history, including the ability to prepare clear, balanced, and useful executive evaluation reports	10%
Availability and capacity to meet the schedule in Section 3	5%
Total	100%

Price. Qualifications, performance history, expertise, and the ability to exercise sound professional judgment are the primary selection considerations, with price being secondary. Fee information requested under Section 6.I will not be separately scored. CIS will consider it in assessing the reasonableness of anticipated compensation and in negotiating the contract.

SECTION 6. INFORMATION TO BE SUBMITTED

Statements of qualifications should be concise and should address each item below, in order.

A. Consultant or Firm Information

- Name of the consultant or firm; business address; primary contact person, telephone number, and email address;
- Organizational structure, legal form, and number of years in business; and
- Brief description of the consultant's or firm's principal services.

B. Relevant Experience

- Description of experience conducting executive performance evaluations and working with governing boards;
- Description of relevant public-sector, governmental, intergovernmental, risk-pool, nonprofit, or comparable experience; and
- Descriptions of at least three (3) comparable engagements, preferably completed within the past five (5) years. For each, identify the nature of the organization, the executive position evaluated, the consultant's responsibilities, the general methodology used, and the resulting deliverables.

C. Assigned Personnel

- Identify each individual who would perform or materially participate in the work and describe each individual's proposed role;
- Provide a résumé or professional biography for each proposed individual; and
- Identify the person who would serve as principal consultant and primary contact for the Board.

CIS expects the personnel identified in the response to perform the work unless CIS approves a substitution in writing.

D. Statement of Approach

In not more than three (3) pages, describe the respondent's general approach to:

- Developing evaluation instruments and obtaining input from the Executive Director, the Board, and direct reports;
- Protecting confidentiality, communicating its limits to participants, and redacting identifying information;
- Distinguishing evaluative feedback from allegations requiring separate investigation;
- Synthesizing differing perspectives and presenting findings; and
- Facilitating constructive discussion of the findings with the Board and the Executive Director.

Respondents should identify any recommended departure from the Process and explain the reason for it. A detailed work plan is not required at this stage; CIS may request one before award.

E. Availability

State the respondent's availability during the period described in Section 3, the approximate time that would be required from Board members, the Executive Director, and direct reports, and any information, assistance, or administrative support the respondent would expect CIS to provide.

F. Work Samples (Optional)

Respondents may provide a sample executive evaluation instrument, sample report format, or other representative work product. All samples must be appropriately redacted. CIS understands that respondents may be unable to provide certain materials because of client-confidentiality obligations.

G. References

Provide at least three (3) references for comparable engagements. The references may, but need not, correspond to the engagements described under Item B. For each, include, to the extent the reference has authorized disclosure: organization; contact person; position; telephone number; email address; and a brief description of the services provided.

H. Independence and Conflicts

Identify any current or prior professional, financial, organizational, or personal relationship with CIS; a member of the CIS Board of Trustees; the CIS Executive Director; CIS staff; CIS's member entities; the League of Oregon Cities or the Association of Oregon Counties; or any other person or entity that could create an actual or reasonably perceived conflict of interest. Explain how any identified conflict or relationship would be addressed. CIS reserves the right to request additional information regarding independence or potential conflicts.

I. Fee Structure and Rate Information

Provide a proposed fee or fee range for the services summarized in Section 2, identifying:

- Whether the proposed fee is fixed, hourly, or not-to-exceed, and hourly rates if applicable;
- Assumptions regarding the number of interviews, meetings, or participants;
- Anticipated travel or reimbursable expenses;
- Any services described in Section 2 that are not included in the proposed fee; and
- Rates or pricing applicable to additional services requested by CIS/the Board.

J. Professional Claims or Discipline

Identify any pending or concluded professional disciplinary proceeding, licensing action, or material claim relating to services comparable to those described in this RFQ. A respondent may provide an explanatory statement regarding any disclosed matter.

K. Exceptions to CIS Contract Requirements

Identify any exception the respondent would take to the contract requirements described in Section 11, including any limitation of liability, third-party liability limitation, mandatory arbitration provision, or insurance limitation the respondent would propose. As stated in Section 11, such provisions are disfavored and will be a consideration in CIS's review and comparison of responses. A respondent that takes no exception should so state.

SECTION 7. SUBMISSION REQUIREMENTS

- Submit one electronic copy in PDF format by email to trussell@cisoregon.org, with "RFQ – Executive Director Evaluation Consultant" in the subject line.
- Submittals received after the date and time stated in Section 3 may be rejected without consideration.
- The narrative response to Section 6 should not exceed fifteen (15) pages. Résumés, work samples, and references do not count toward the page limit.
- The submittal must be signed by a person authorized to bind the respondent, and must state that the information provided is accurate and complete to the best of the signer's knowledge.
- Respondents are responsible for confirming receipt. CIS is not responsible for delivery failures.

SECTION 8. QUESTIONS AND ADDENDA

All questions must be submitted in writing by email to the CIS contact identified on page 1, no later than the deadline stated in Section 3. CIS will respond by written addendum. Any change to this RFQ will be made only by written addendum issued by CIS. Oral statements by any CIS officer, employee, or agent do not modify this RFQ and are not binding on CIS. Respondents are responsible for confirming that they have received all addenda before submitting.

SECTION 9. RESTRICTIONS ON CONTACT

From the issue date of this RFQ until CIS announces its selection, respondents and persons acting on their behalf must direct all communications concerning this RFQ to the CIS General Counsel. Respondents must not contact members of the CIS Board of Trustees, the CIS Executive Director, or CIS staff (other than the General Counsel) regarding this RFQ or the subject matter of the evaluation. CIS may reject the submittal of any respondent that violates this section.

SECTION 10. SELECTION AND AWARD

CIS will evaluate submittals against the minimum qualifications in Section 4 and the evaluation factors in Section 5. CIS may, but is not required to, conduct interviews with one or more respondents, request supplemental information or clarification, or request a more detailed work plan or fee proposal.

The Board of Trustees will select the consultant, in consultation with CIS General Counsel, and will authorize award of the contract. Price will be considered but will not necessarily govern selection. CIS will notify all respondents of the outcome.

SECTION 11. CONTRACT REQUIREMENTS

The selected consultant will be required to enter into a written contract prepared or reviewed and approved by CIS General Counsel. CIS's mandatory and preferred contract provisions include:

- A statement that the consultant performs as an independent contractor and not as an officer, employee, or agent of CIS as those terms are used in ORS 30.260 through 30.300;
- Mutual and reciprocal indemnity provisions;
- A statement that the contract's terms are governed by Oregon law, with venue in the Circuit Court for Clackamas County, Oregon, or the U.S. District Court for the District of Oregon;
- A statement that allows CIS to terminate the contract at its convenience on written notice and without liability to CIS;
- A statement of the amounts due either by maximum hourly rates and expenses or by a lump-sum or not-to-exceed amount;
- How to address ownership, custody, retention, and destruction of records and work product consistent with Section 2.9; and
- Include the following insurance coverage:
 - Professional Liability insurance coverage applicable to services provided to CIS with a limit of at least \$10,000,000 per occurrence.
 - Workers' Compensation insurance in compliance with ORS Chapter 656, if the consultant employs "subject workers".
 - Comprehensive General Liability insurance applicable to the services provided to CIS, with a combined single limit, or the equivalent, of not less than \$1,000,000 each occurrence for Bodily Injury, Personal Injury, and Property Damage, including contractual liability coverage applicable to the indemnity provided under this contract.

SECTION 12. PUBLIC RECORDS

Submittals may be subject to disclosure under the Oregon Public Records Law. A respondent that believes any portion of its submittal is exempt from disclosure must clearly mark the specific pages or portions claimed to be exempt and identify the legal basis for the claim. Blanket designations of an entire submittal as confidential are not effective. CIS will make its own determination regarding any claimed exemption and does not guarantee that any material will be withheld from disclosure.

SECTION 13. RESERVATION OF RIGHTS

CIS may, at any time during the solicitation process, reject any or all submittals and cancel this solicitation if it is in the public interest to do so. CIS is not responsible for any costs incurred by respondents in preparing or submitting a response to this RFQ, or in participating in interviews or negotiations.

CIS further reserves the right to waive minor informalities or irregularities; to request clarification or additional information; to conduct or forgo interviews; to negotiate with one or more respondents; to award to more than one respondent; to make no award; and to amend this RFQ by written addendum.

This RFQ is not an offer and does not obligate CIS to enter into any contract. No contract exists unless and until a written contract is executed on behalf of CIS.

EXHIBITS

Exhibit A — CIS Executive Director Evaluation Process, adopted August 21, 2026

CIS EXECUTIVE DIRECTOR EVALUATION PROCESS

ADOPTED AUGUST 21, 2026

INTRODUCTION:

It is the responsibility of the CIS Trust (CIS) Board of Trustees (Board) to hire and supervise a qualified and competent individual as the Executive Director of CIS. The Board oversees the performance of the Executive Director and supports the Executive Director's professional development. As part of this process, the Board conducts a formal, annual performance evaluation of the Executive Director. This process facilitates bilateral communication between the Board and the Executive Director and ensures that the Board's priorities are achieved.

The Executive Director is entitled to an evaluation of their performance by the Board on an annual basis. An objective and fair evaluation process and open communication will serve to strengthen the relationship between the Board and the Executive Director, provide directions to the Executive Director, recognize the Executive Director's accomplishments, and ensure accountability of the Executive Director's actions.

The following Executive Director Evaluation Process ("Process") is adopted by the CIS Board of Trustees as a stand-alone Board procedure pursuant to its authority under the CIS Bylaws and the CIS Board of Trustees' Governance Policy. The Process provides a framework the Board may use, at its discretion, to evaluate the performance of the Executive Director. Nothing in this Process creates an entitlement to an evaluation in a particular manner, nor does it amend or supersede the CIS Bylaws, Governance Policy, or Declaration and Agreement of Trust.

PURPOSE:

The evaluation of the Executive Director is one part of the Board's governance duty to ensure that CIS has effective executive management. The Board's goal is to establish a framework for a regular and formal evaluation process to ensure there is consistency of the Board's expectations of the Executive Director from year to year and from Board to Board.

GUIDING PRINCIPLES AND EVALUATION CRITERIA:

The performance evaluation process:

- A. Is a mutually understood process in which the responsibilities and expectations of the Executive Director are fully articulated;
- B. Strives to enhance the working relationship and information sharing between the Board and Executive Director;
- C. Will gather feedback that is relevant and constructive from staff, stakeholders, customers, and associates to better inform the Executive Director; and

- D. Will give both the Board and Executive Director differing perspectives of how CIS and the Executive Director are viewed or portrayed.

To the extent possible, the Executive Director's performance evaluation will be based on relevant, multi-faceted data that is relevant to the following criteria:

1. Accomplishments of and adherence to CIS's mission, vision, values, Employee Handbook, and strategic plan for which the Executive Director is responsible.
2. Implementation of, adherence to, and monitoring of Board policies and directives.
3. Ensuring that the Board is well informed on issues affecting CIS and its member cities, counties, and other insured.
4. Successful undertaking of relevant professional development and education.
5. Ability to lead a staff that aligns with CIS's core operational standards while maintaining a positive and appropriate workplace culture.
6. Successful completion of the duties and responsibilities described in the Executive Director job description. The Board and Executive Director will review the Executive Director job description and discuss any updates needed to ensure that it accurately reflects the Executive Director's role and responsibilities.

While an annual performance evaluation is conducted by the Board, the provision of evaluative feedback will be continuous between the Board Chair and Executive Director as the Chair confers with the Executive Director on a more regular basis than the Board.

EVALUATION PROCEDURES:

The Board is charged with the primary responsibility of conducting the Executive Director's annual performance review. The Board will conduct, with the assistance of an outside consultant, a multi-stage process to ensure a comprehensive review of the Executive Director's performance. If the Board requires staff assistance, the CIS General Counsel shall be consulted. The outside consultant shall be selected by the Board, in consultation with the General Counsel.

- A. *Executive Director Input.* The Executive Director shall submit a self-evaluation to the outside consultant.
- B. *Board of Trustees' Input.* To ensure a holistic perspective, all members of the Board are required to participate in the evaluation process. This participation shall include:
 1. The completion of a structured evaluation survey or checklist covering key performance indicators and leadership competencies, as developed by the outside consultant.

2. The provision of specific feedback regarding the Executive Director's ability to meet the expectations of their position in a manner developed by the outside consultant.

This feedback will be provided to the outside consultant.

- C. *Direct Reports' Input.* The Board acknowledges that it has little day-to-day interaction with and oversight of the Executive Director. To ensure an impartial and comprehensive review of the Executive Director's leadership style and internal cultural impact, the outside consultant engaged by the Board will seek feedback from the Executive Director's direct reports. The consultant will conduct confidential interviews and assessments with the Executive Director's direct reports to gather qualitative data regarding:

1. Leadership efficacy and communication;
2. The health and alignment of the CIS's workplace culture; and
3. Adherence to CIS's mission, vision, values, and Employee Handbook.

The findings from the interviews and assessments, with identifying information redacted, will be presented to the Board and incorporated into the Executive Director's formal performance review.

- D. *Alignment of Findings.* The outside consultant will synthesize information received from the Executive Director's self-evaluation with the feedback provided by members of the Board and the feedback from the Executive Director's direct reports. This synthesization will result in the consultant providing both the Board and the Executive Director with a comprehensive performance report for consideration. To ensure the Executive Director has an opportunity to review the consultant's findings before meeting with the Board, the consultant's report is to be provided to the Board and Executive Director at least 14 days in advance of the annual evaluation meeting. The Board will review the report with the Executive Director and provide an annual evaluation of the Executive Director in Executive Session pursuant to ORS 192.660(2)(i).
- E. *EEO Violation Concerns.* Any concerns regarding potential discrimination, retaliation, or EEO violations identified by the consultant will be taken seriously and investigated immediately. To guarantee a fair and objective process, the CIS Chair, in collaboration with the CIS General Counsel, will engage one or more independent investigators to conduct an attorney-client privileged review of these concerns. The Chair will provide the executive oversight necessary to ensure a comprehensive resolution.
- F. *Board Review and Future Consideration.* The Board intends to review the implementation and effectiveness of this Process after it has been used for approximately one year. As part of that review, the Board may assess whether adjustments to this Process are appropriate and whether incorporation of this Process, in whole or in part,

into the CIS Board of Trustees' Governance Policy should be considered at a later date. Nothing in this section limits the Board's authority to amend, replace, rescind, or act with respect to this Process at any time in its discretion.