

**REQUEST FOR PROPOSALS (RFP):
STRATEGIC PLANNING SERVICES FOR TRIBAL GOVERNMENT**

Estimated RFP Schedule

RFP Issued:	April 23, 2021
Final Date for Questions Related to RFP:	May 14, 2021
Proposal Deadline:	May 24, 2021
Applicant Interviews:	May 26, 2021*
Selection of Consultant by Council Officers	
Contract Development:	May 28, 2021*
Approval of the contract by Tribal Council	June 2, 2021*
Develop a Strategic plan with interested Council, Directors, and tribal citizens representing components of citizens	July 2021
Completion of the draft plan to Tribe for review	August 2021

**Exact dates are subject to change at the TRIBE's discretion*

Any interested individual may request to be on an email list to receive updates on the RFP process, including addenda to the RFP if any are issued. The Tribe may alter the RFP at any time.

Submittal Instructions

Written proposals and an electronic PDF must be received by the Tribe no later than 4:30 p.m. ADT on May 24, 2021. Proposals received after this deadline will not be accepted or considered.

Direct Questions about RFP and Send proposals to:

Lisa Gassman
General Manager
Sitka Tribe of Alaska
456 Katlian St.
Sitka, AK 99835
lisa.gassman@sitkatriben-sn.gov
907-747-3207

Introduction

The Sitka Tribe of Alaska (TRIBE) is a federally recognized Indian tribe and is seeking proposals from consultants/firms to guide the TRIBE with the development of a renewed comprehensive Strategic Plan. The TRIBE anticipates that the planning process will take several months to provide adequate time for participation by the Tribal Council (COUNCIL) and key community stakeholders. The outcome of the process will be a written strategic plan document that presents the planning process, the research, the analysis, opportunities and strategies, and an implementation plan that will guide TRIBE for the next three to five years. Please note that this RFP requests a consultant's services to facilitate the strategic planning process and drafting the strategic plan. The TRIBE is aware that there are a variety of perspectives, models, and approaches available to develop a strategic planning document; therefore, the successful firm should be able to discern which model or model(s) will best enable the Tribe to complete its organizational and programmatic goals. The successful firm will be required to demonstrate its ability to meet these requirements. The TRIBE encourages any inquiries with respect to the expectations and/or scope of work sought through this proposal by email to the TRIBE – Attention Lisa Gassman, lisa.gassman@sitkatriben-sn.gov. All inquiries will receive a response.

A consultant/firm will be selected for this project based on criteria stated in "Evaluation of Proposals".

All proposals received by 4:30 p.m. ADT on Monday, May 24, 2021 will receive full consideration.

RFP Process

It is expected that one (1) consultant will be selected as a result of the RFP, although the TRIBE is under no obligation to award a contract as a result of the selection process. Based on the proposals received, the selection committee (comprised of the officers of the Tribal Council and the General Manager) will select individuals/firms to be interviewed. As a result of those interviews, the top-rated consultant will be selected for contract negotiations.

Background

The Sitka Tribe of Alaska (STA) is a federally recognized tribal government established under the Indian Reorganization Act of 1934. The administrative offices for STA are in the City and Borough of Sitka, Alaska, a rural community located on the outer coast of Baranof Island and is approximately 95 air miles southwest of Juneau.

The mission of Sitka Tribe of Alaska is to exercise its sovereign rights and powers, to

preserve the integrity of Tribal society, and improve the lives of individual Tribal citizens; to conserve and retain tribal lands and resources; to establish and carry out justice pursuant to Tlingit Tribal law and custom, and to increase the variety and quality of services provided to Tribal citizens. Sitka Tribe of Alaska is dedicated to preserving the integrity of Tribal society and improving the lives of individual Tribal citizens.

STA provides a variety of services to over 4,000 Tribal citizens via the departments and staff. The Departments are Economic Development, Language and Education, Legal, Tribal Courts, Realty, Resource Protection, Social Services, Tribal Transportation, and Workforce Development. Economic Development expands economic enterprises to help carry STA and its Tribal Citizens into the future with projects such as the Tribal Tannery, Tribal Tours, and the Community House. Language and Education collaborate with Tlingit and Haida Head Start and Sitka School District to provide cultural and language services within the schools and offer afterschool and summer youth programs. Legal advises and provides support to STA staff regarding their programs and services and advises Tribal Council in support of government-to-government relationships. Tribal Courts hear cases involving tribal youth diversion efforts, domestic violence, children's guardianship, and adoption cases for enrolled citizens and non-tribal citizens married to or in a relationship with a tribal citizen. Realty works with restricted property landowners with the Sheeł'ka Kwáan for realty transactions, probate, estate planning, rights protections, and allotment applications. Resource Protection safeguards cultural and natural resources within the traditional territory of Sitka Tribe of Alaska and protects the rights of tribal citizens to access those resources. The programs within Resource Protection are the herring program, Klag Bay sockeye assessment, southeast Alaska tribal ocean research, and traditional foods. Social Services works with and advocates for families, protects the Native culture and identity of children placed into protective custody with the state, provides emergency assistance, and offers childcare assistance. Tribal Transportation partners with the City and Borough of Sitka to operate "the Ride," the public bus system throughout Sitka, and oversees the tribal roads. Workforce Development provides workforce opportunities to tribal citizens and serves as the local TERO.

In 2017, the TRIBE conducted a community needs assessment. The survey topics include demographics and characteristics, employment, STA Services, Healthcare, Housing, Racism in Sitka, and Communications. This feedback can support the baseline for the upcoming strategic planning process but the successful candidate will need to evaluate this data's completeness for the new strategic plan.

Scope of Services

As envisioned, the scope of services for this proposal will include the following components.

Visioning

1. The consultant(s) will facilitate a community visioning process. This process will consist of public meetings, stakeholder group sessions, outreach forums, online survey(s), social media, discussions with TRIBE staff, and other forums appropriate for outreach and public input. The result of these efforts will result in a robust array of suggestions from members of our community. The desired outcome is a vision for our government services from our Tribal Citizens and community leaders including specific visioning goals that will serve as a framework for the strategic planning process. In anticipation of this project, the Tribe will form a project team to guide project direction and oversee project activities. The Consultant will work with this team to explain the strategic planning process, validate the TRIBE's project objectives for this effort, outline management, staff, and consultant roles and responsibilities for this effort. The Consultant will develop a work plan to guide project activities and communications. The Consultant will conduct orientation and briefing sessions for the COUNCIL and employees at all levels to educate them on the goals of the project and the potential outcomes. The consultant must also be available for any necessary presentations to the COUNCIL and/or project team to include but not limited to a final strategic plan presentation to the COUNCIL and/or project team.
2. Review current Tribe organizational information available on the TRIBE's website, www.sitkatribes.org including department home pages, budget information, ordinances, policies and codes, and other related documents and public information.
3. Conduct a situational analysis of the Tribe's organization.
4. Identify and assess the strengths, weaknesses, opportunities, and threats of the Tribe's organization.
5. Based on the assessment data, facilitate the revision of the Vision, Values, and Mission for the Tribe's organization.
6. Facilitate the development of goals and objectives that support the Vision, Values, and Mission of the Tribe.
7. Facilitate the development of performance metrics – key indicators and outcomes that can serve as the basis for performance measures of the Tribe.
8. Facilitate the development of a process to keep the COUNCIL involved and

engaged in a continual strategic planning process, including using smaller COUNCIL committee meeting agendas to handle strategic discussions, feedback loops, newsletters and regularly scheduled reviews and reports.

9. Facilitate the development of a process to keep employees involved and engaged in a continual strategic planning process, including focus groups, feedback loops, and regularly scheduled reviews and reports.
10. Facilitate the development of a process to keep tribal citizens involved and engaged in a continual needs assessment, including focus groups and feedback loops. The goal is to retain the connection between the tribal government and constituents during the strategic plan period.
11. Submit recommendations for appropriate implementation measures that TRIBE staff will need to take. Include proposed policies and administrative guidelines that will need to be in place to administer the comprehensive strategic plan. These policies and administrative guidelines should be very specific in nature. Develop a system to measure the effectiveness of TRIBE activities in meeting the objectives of the comprehensive strategic plan. Ensure the measures are linked to the overall vision, mission, and goals of the TRIBE as a whole.

Tribal Council Session Preparation

As necessary, the TRIBE envisions holding special sessions dedicated to this effort. We seek input from consultants/firm to help structure and facilitate the event to maximize impact. The Consultant will be expected to spend at least one week in Sitka, Alaska, in July 2021, to meet with and interview members of the Tribal Council, Tribal government Directors and staff.

Among topics that can be addressed at the retreats are:

Needs Assessment - Assessment of the values, strengths, weaknesses, and competencies of the TRIBE.

Program Inventory and Analysis - Inventory existing program offerings and partnerships to serve as a baseline to identify service gaps and opportunities for different delivery options, partnerships, and collaborations.

Identification of Opportunities, Strategies, and Vision - Refining the vision for the TRIBE, which identifies its priorities, opportunities, and strategies, and clarifies the TRIBE's role, and confirms its mission and values.

Citizen Services – how can the TRIBE be structured and operate to maximize citizen services and sustain these services at a high level.

Information Gathering

During this phase, the consultant will collect data and information to become more familiar with the Tribe. The consultant shall perform a SWOT analysis to identify the TRIBE's strengths, weaknesses, opportunities, and threats involving and relating to the organization. This effort should include determining the community's strengths, weaknesses, threats and assets, resources, and other valuable insight in light of current trends and topics influencing and impacting the community. Such information may include but should not be limited to an inventory of TRIBE resources, including its finances, infrastructure, staff, opportunities, a community inventory of people, education, health care, business development, job opportunities, housing, arts, culture, heritage, history, recreation, natural features, entertainment, geography, demographics, socioeconomics, and technology.

The consultant will describe the methodology used to identify vital challenges and opportunities identified. In addition, an Action Plan will be developed to define implementation steps and techniques along with a schedule of target dates to further define the goals. Benchmarks or milestones will be identified to help measure the TRIBE's success in implementing the Strategic Plan. The development of initiatives to promote public involvement designed to engage the community, stakeholders and TRIBE leadership throughout the process is critical.

Report Review

At the end of this exercise, the consultant and the project team will draft a final plan document to review and present the plan to the COUNCIL. The consultant will be participating in the review and refinement of this document. The COUNCIL and the consultant will work collectively to develop a series of implementation techniques designed to keep community members, stakeholders, business leaders, TRIBE staff, and TRIBE leadership engaged implementing the identified goals, and objectives, and initiatives of the Strategic Plan. This process could be coordinated with an oversight or implementation committee tasked with meeting regularly to ensure the Strategic Plan remains a viable "living" project for the next three to five years. At a minimum, the consultant will provide the following deliverables:

1. A recommended package of material suitable for public distribution and outreach,
2. A final Strategic Plan document that includes an implementation plan with defined milestones and benchmarks, intended to measure the TRIBE's

progress.

3. An executive summary of the Strategic Plan.

Proposal Submission Requirements

1. Cover letter of interest and transmittal not to exceed two pages in length.
2. The legal name of the consultant firm, address, phone, fax, email address, the year the firm was established, total years in strategic planning, and type of business.

An organization chart indicating the roles of all individuals and firms involved in this project, as appropriate. Include brief resumes for all individuals identifying their qualifications and experience. The name of the person intended to be the project coordinator for this Strategic Plan, and a list of recently completed projects relevant to this RFP scope.

3. A clear articulation of the firm's approach to this project includes a proposed schedule and description of the proposed methods of public involvement.
4. A summary of qualifications, related experience, and references. Specify any tribal government work executed in the past similar in scope to this RFP.
5. The proposed scope of work and project approach and plan to accomplish the work. Describe in detail your firm's project approach and methodology in managing and implementing a project of this size and scope and experience of developing and supporting the implementation of a comprehensive strategic plan. Key elements include:
 - a. Project Understanding
 - b. Project Methodology and Deliverables
 - c. Roles & Responsibilities
 - d. Project Management
6. A minimum of three (3) examples of relevant written work related to strategic planning, with no less than one example prepared on behalf of a local government organization or comparable entity.

7. The Fee schedule and proposed fee to accomplish the work.

8. Proposals must be complete to be considered by the evaluation committee.

Submittals may be mailed or emailed to Lisa Gassman, General Manager, Sitka Tribe of Alaska, 456 Katlian Street, Sitka, Alaska 99835. Applicants must submit five (5) hard copies in a sealed envelope(s). The envelopes shall be clearly marked on the exterior to denote both the names of the submitting firm and the particular professional services contract for which the proposals are offered, "Strategic Planning Services". For items 1-6 under Proposal Submission Requirements must be limited to twenty (20) pages in length. All proposals should also be submitted as computer files in PDF format.

Electronic files may be transferred via email to Lisa Gassman at lisa.gassman@sitkatriben-sn.gov or provided on a portable electronic storage device. The TRIBE is not responsible for returning portable storage devices. Large files should be uploaded with a link to download files provided via email.

The TRIBE is not responsible for communication errors. Applicants are advised to call the Tribe's Administration Office at 907-747-3207 to confirm that a submittal has been received.

Evaluation of Proposals

The Tribe's Tribal Council Officers and General Manager will review and evaluate all properly submitted proposals that are received on or before the deadline. Each proposal will first be reviewed for compliance with the minimum qualifications and mandatory requirements of the RFP. Failure to comply with any mandatory requirements may disqualify a proposal. Then individuals/companies will be invited to interview on their proposal and a final recommendation of the selected consultant will be made to the Tribal Council after successful negotiations with the selected consultant.

The proposals will be ranked based on the criteria stated below:

1. Responsiveness of the Proposal to the project objectives.
2. Responding firm's experience in completing work of a similar size and scope. Noting any work with federally recognized Indian tribes.
3. The primary staff's specific qualifications will manage, supervise, and provide services, including experience on similar size and scope projects.

4. Public sector experience and qualifications of the firm. This includes past project experience and/or research projects conducted for recognized industry associations.
5. Proposer's project management methodology and experience.
6. Proposer's familiarity with the strategic planning needs of the Tribe.
7. Responses of the client references.
8. Project approach and methodology.
9. Cost of services and payment policies.
10. Such other information that may be required or secured.

Tribe's Rights

The Tribe reserves the right to reject any or all proposals, make counter proposals and/or engage in negotiations with any or all firms or individuals, waive any requirements or otherwise amend this RFP, or cancel the RFP to achieve the TRIBE's goals and objectives for this project. Any changes in the status of the RFP will be brought to the attention of all parties that provide contact information for updates. The information contained in this RFP represents the TRIBE's best information at the time of the release of the RFP and the TRIBE reserves the right to modify any term or condition contained herein.

Responsibility for Proposal Preparation

Except as otherwise specifically agreed to in writing by the TRIBE, each consulting individual or team submitting proposals shall provide and pay for all materials, labor, transportation, charges, levies, taxes, fees or expenses incurred, including all costs to prepare a response to this RFP, travel and presentation costs, and all other services and facilities of every nature whatsoever necessary for the preparation of the RFP.

It is neither the TRIBE's responsibility nor practice to acknowledge receipt of any proposal as a result of the RFP process. It is the proposer's responsibility to assure that a proposal is delivered and received in a timely manner.

No Conflict of Interest

No member of the Tribal Council, member of the evaluation committee for this RFP, and any other officer, employee or agent of the Tribe who exercises any functions or responsibilities in the selection of a proposal shall have any personal interest, direct or

indirect, in the project.

Open Records/Proprietary Information

The Tribe recognizes that in responding to this RFP, the proposer may desire to provide proprietary information in order to clarify and enhance their response. To the extent permitted by law, the Tribe will keep confidential such information provided that:

1. The information submitted is arguably proprietary, and
2. The proprietary information is submitted in a separate file or section that is clearly identified as containing proprietary information, according to the submittal instruction of this RFP.
3. Only information that is credibly propriety may be included. Inclusion of non-propriety significant information in the sealed portions may render a submittal ineligible.