



NATIVE VILLAGE OF KOTZEBUE
KOTZEBUE IRA

REQUEST FOR PROPOSALS

Project: RFP 23-01 Tribal Strategic Planning Services
Deadline: Friday, March 3, 2023 at 3:00 p.m. AST
Contact: Siikauraq Whiting, Executive Director; (907) 442-3467; siikauraq@qira.org

The Native Village of Kotzebue (the “Tribe”) is a federally recognized Indian Tribe and is seeking sealed proposals from qualified consultants/firms/individuals to guide the Tribe with the development of a Strategic Plan for its Tribal Council and Administration.

The Tribe provides the following federal programs and services to its Tribal Members: *Enrollment; Tribal Family Services including Indian Child Welfare Act and Child in Need of Aid, General Assistance, Burial Assistance and Emergency Assistance; Housing Program including Housing Assistance, Winter Emergency and Iglut Senior Apartments; Realty; Environmental Program; Tribal Transportation Program; and Nikaitchuat Ilisagviat Language Immersion School.* Please visit our website at www.kotzebueira.org for more information.

Proposals, including all required attachments, must be received by Siikauraq Whiting, Executive Director, **no later than 3:00pm (AST) on Friday March 3, 2023.**

Proposals may be submitted electronically to siikauraq@qira.org. Electronic proposal submissions must be in PDF format. If by hard copy, proposals shall be submitted in triplicate (three copies). The email subject title shall read: **PROPOSAL for RFP 23-01 – Tribal Strategic Planning Services.** *Files shall be no larger than 20 MB.* If needed to stay within the 20 MB limit, send files in separate emails. The Tribe shall not be responsible for ensuring separate emails are successfully received. Failure to send a proposal according to the instructions in this section and by the deadline will result in the proposal being considered non-responsive and disqualification of the proposal without review.

Proposals may also be submitted in hard copy by mail or hand-delivery to:

Siikauraq Whiting, Executive Director
Native Village of Kotzebue
P.O. Box 296 / 600 Fifth Ave
Kotzebue, AK 99752

The Tribe will not be responsible for action or inaction on proposals that are not properly addressed and identified. Faxed proposals will not be accepted. Proposals received after 3:00 PM (AST) on the closing date shall be considered non-responsive.

All questions shall be submitted in writing to Siikauraq Whiting, Executive Director, through email to siikauraq@qira.org. Proposers are not to contact other personnel with any questions or clarifications concerning this RFP. Proposers who request updates, addenda, or other supplemental information must send a timely statement of their interest in proposing on this invitation, in writing to Siikauraq Whiting, Executive Director, through email to siikauraq@qira.org.

GENERAL INFORMATION

1. Purpose of the Request for Proposal

The purpose of this Request for Proposal (“RFP”) is to solicit proposals from qualified firms to provide services for Tribal Strategic Planning Services for the below outlined scope of work.

Proposals for the requested Strategic Planning Services should include, but are not limited to:

- ❖ The Consultant will work with the Tribal Council to finalize the Tribe’s Vision and Mission statements. This will primarily occur in-person and electronic communication. The Tribe anticipates the planning process will take several months with the Tribal Council, administration, and key stakeholders.
- ❖ The Consultant will facilitate the development of performance metrics and key indicators and outcomes that serve as performance measurements.
- ❖ The Consultant will assist the Tribal Council in defining the over-arching goals and priorities for the Council and the Tribe.
- ❖ The Consultant will work with the Tribal Council, including smaller Council Committees, Executive Director, and Department Directors on setting and achieving priorities, as required by specific funding sources and in accordance with the newly created Tribal mission, vision, goals, and priorities. It is anticipated that this work will occur through a combination of in-person and electronic communications, such as through email and zoom.
- ❖ The Consultant will produce and deliver a written Strategic Plan document to the Tribe that presents the planning process, research, analyses, opportunities and strategies, and an implementation plan that will guide the Tribe for the next three to five years.
- ❖ The Consultant will assist the Tribe to form a Project Team (“**Team**”) to guide project direction and oversee project activities. The Consultant will work with the Team on the planning process, validate the Tribes project objectives, and outline management, staff, and consultant roles. The Consultant will develop a work plan to guide project activities.
- ❖ The Consultant will provide necessary presentations to the Tribal Council and Team on the final Strategic Plan.
- ❖ The Consultant will work with the Tribe to identify strengths, weaknesses, opportunities, and threats (SWOT) of the organization.
- ❖ The Consultant will facilitate a process to keep Tribal Members engaged to retain connection between the Tribe and its Members during the Strategic Plan period.
- ❖ The Consultant will propose recommendations to relevant policies, procedures, and administrative guidelines that promote and empower the overall vision, mission, and goals of the Tribe.

2. Tribal Council Session Preparation

Topics that can be addressed at the planning sessions include but are not limited to:

- ❖ *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 a variety of delivery options and collaborations.
- ❖ *Identification of Opportunities, Strategies and Vision* – Refining the vision for the Tribe which identifies priorities, opportunities and strategies as well as clarify the Tribes role and confirm our mission and values.
- ❖ *Client Services* – Describe how the Tribe may be structured and operate to maximize client services and sustain services at a high level.

3. Information Gathering

The Consultant will collect data to become more familiar with Tribe. The consultant shall perform a SWOT (strengths, weaknesses, opportunities, and threats) analysis related to the Tribe. This effort should include determining our community’s strengths, weaknesses, threats and assets, resources, and other valuable insight in light of current trends influencing and affecting our community. Such information may include but not be limited to an inventory of our Tribes resources, including our finances, infrastructure, staff, contractors, opportunities, community inventory of people, education, health care, business development, job opportunities, housing, culture, demographics, socioeconomics, and technology.

The consultant will describe the methodology used to identify vital challenges and opportunities. An Action Plan will be developed to define implementation steps and techniques along with a schedule of target dates to further define goals. Benchmarks or milestones will be identified to help measure the Tribes 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.

4. Report Review

The Consultant and Project Team will draft a final plan document to review and present to the Council. The Consultant will participate in the review and refinement of the document. The Council and Consultant will work to develop a series of implementation techniques designed to keep community members, stakeholders, business leaders, staff and Council engaged in implementing goals, objectives, and initiatives of the Strategic Plan.

The Project Team and Council will coordinate efforts for oversight by meeting regularly to ensure the Strategic Plan remains a viable “living” project for the next three to five years. The Consultant will provide the following deliverables:

- ❖ A recommended package of materials suitable for public distribution and outreach,
- ❖ A final Strategic Plan document that includes an implementation plan with defined milestones and benchmarks intended to measure the Tribes progress.



- ❖ An Executive Summary of the Strategic Plan.

5. Procurement Timeline

Event	Date
Release of RFP	02/15/23
RFP Responses Due	03/03/23 3:00 p.m. AST
Review of Proposals, Selection of Vendor and Notice of Award	03/03/23 through 03/06/23
Initiate Contract Negotiations	03/06/23
Contract Start Date	03/06/23 (or soon thereafter)

6. Conflict of Interest and Restrictions

If any proposer, proposer’s employee, subcontractor, or any individual working on the proposed contract has a possible conflict of interest that may affect the objectivity, analysis, and/or performance of the contract, a disclosure shall be declared in writing and submitted to the Tribe promptly, and no later than the response due date. The Tribe retains full discretion to rule on any conflicts.

7. Deadline for Receipt of Proposals and Submission Instructions

Proposals may be emailed, mailed, or hand-delivered to the email, mailing, or physical address listed on page 1. Proposals must be received by the Tribe by **3:00 PM Alaska Standard Time on March 3, 2023.**

Email submissions must be in PDF format. *Files shall be no larger than 20 MB.* If needed to stay within the 20 MB limit, send files in separate emails. The Tribe shall not be responsible for ensuring separate emails are successfully received. Failure to send a proposal according to the instructions in this section and by the deadline will result in the proposal being considered non-responsive and disqualification of the proposal without review.

Paper proposal submissions mailed or hand-delivered must include 3 copies and the envelope label shall include the following information:

Project: RFP 23-01 – Tribal Strategic Planning Services Attn: Siikauraq Whiting, Executive Director

8. Proposer’s Review and Substantive Questions

Proposers should carefully review this RFP for items requiring clarification. Proposers shall put their comments and/or questions in an e-mail and submit them to the Tribe’s contact person. Any response of



the Tribe to substantive questions will be sent to all interested parties (who have registered their interest with the Tribe). If questions involve no more than directing the questioner to a specific section of the RFP, the no publication will be issued.

9. Addendum to the RFP

The Tribe reserves the right to issue supplement, add-to, revise or clarify the RFP, respond to questions, and/or extend or shorten the due date of proposals or otherwise change the Timeline. Proposers are responsible for familiarizing themselves with any changes. Entities interested in receiving changes must register with the Tribe's contact to receive updates.

10. Discretion of Tribe

The Tribe retains the sole and exclusive discretion to cancel, modify, postpone or terminate this solicitation, before or after proposals are received. Under no circumstances will the Tribe be responsible for proposal preparation efforts or costs incurred by interested proposers.

11. Proposal Withdrawal and Correction

A proposal may be corrected or withdrawn by a written request received before the date set for opening and reviewing proposals.

12. Multiple Proposals

The Tribe will not accept multiple proposals from the same proposer.

13. Disclosure of Proposal Contents

A proposal's content shall not be disclosed to other proposers. Proposals are treated as nonpublic information, owned by the Tribe, for its business purposes. All proposals and other material submitted become the Tribe's property and will not be returned.

14. Governmental Requirements

It is the responsibility of the proposer to comply with all applicable federal, state, and local statutes, regulations, ordinances, and/or requirements.

15. Binding Contract

This RFP is an invitation to receive offers from proposers, and the Tribe shall not be bound by any proposal prior to executing a contract with the successful proposer. The Tribe shall not be responsible for any pre-contract work performed by a proposer. Proposal preparation may be part of the proposer's general overhead, only. The Tribe fully reserves full discretion to reject any and all proposals for any reason, and to negotiate with any proposer, in order of ranking.



PROPOSAL CONTENT AND REQUIREMENTS

Proposal Format: Proposals should be organized according to the following outline:

1. **Labeling and Table of Contents**

The proposal will have appropriate labels and headings, with page numbers, for all documents. The proposal may include a table of contents that corresponds to the proposal page numbers.

2. **Introduction**

The proposal will include a brief introduction, which includes:

- a. The proposer's name and address;
- b. Statement that the proposal is valid for at least 90 days from the proposal submission deadline;
- c. Statement that indicates the proposer's willingness to perform the services described in this RFP and demonstrates the proposer's qualifications to perform the full scope of work;
- d. Provide a detailed and precise discussion of services and positions being offered;
- e. Examples of relevant experience and like strategic planning work successfully completed;
- f. Statement demonstrating that the personnel and other resources who are required to perform the services described in this RFP will be qualified and available over the anticipated contract life;
- g. Statement that the signatory has authority to bind the proposer; and
- h. Signature of authorized individual.

3. **Firm Profile**

Proposer shall provide the firm's organizational structure, chain of supervision, and lead for the project. Include both the respondent firm and any sub-consultant firms/subcontractors. Indicate whether the firm is licensed to conduct business in Alaska or will obtain an Alaska business license if selected. Copies of current and valid Alaska Business License shall be provided.

4. **Professional Qualifications**

Proposal must include professional qualifications and resume of the firm's proposed Project Lead, other key personnel, and/or team members necessary for satisfactory performance of required services.

5. **Past Performance and References**

Please provide a description of examples of the firm's three recent past successful strategic planning efforts, and at least three (3) references in Alaska for individuals and/or organizations for whom you have provided services. Please include reference contact names, phone numbers and email addresses.

6. **Price Proposal**

Provide a detailed timeline, hourly fee and total budget. This includes a detailed breakdown of the rates for each of the services and a realistic statement of estimated costs, including travel.



7. **Alaska Native /Native American Contracting Preference**

The Tribe shall give preference to qualified Alaska Native/Native American owned organizations pursuant to P.L. 93-638. Moreover, contractors are required to provide Alaska Native/Native American preference in subcontracting and training and employment. Proposals shall include a statement agreeing to provide preference in subcontracting, training, and employment. Proposers must provide documentation of Alaska Native/Native American ownership, if claiming eligibility for preference. Such proof may include, but is not limited to:

- ❖ Certification from a Tribe, or other competent evidence that the respondent is an Alaska Native/Indian and therefore eligible to receive preference. The Tribe will accept certification by a Tribe that an individual is a tribal member.
- ❖ Any other evidence of Alaska Native/Indian participation in the administration and technical development of the project.



REVIEW OF PROPOSALS

1. **Evaluation Process**

An evaluation committee consisting of the Tribe's representatives will evaluate responsive proposals. The evaluation will be based on the response to the proposal content and requirements stated in this RFP.

2. **Evaluation Criteria**

Proposals will be evaluated on the following criteria:

- ❖ (0-10 points) Firm Profile
- ❖ (0-10 points) Professional Qualifications
- ❖ (0-10 points) Project Approach
- ❖ (0-15 points) Documented Past Performance
- ❖ (0-25 points) Capacity to Respond and Accomplish Required Work
- ❖ (0-40 points) Price Proposal
- ❖ (0-10 points) Proposer qualifies for Alaska Native/Native American Preference.

3. **Discussions**

The Tribe has the option of discussing proposals with responsive proposers and request adjustment to proposals as a result of discussion. Proposers may also be allowed to submit a best and final proposal as a result of discussion with the Tribe.

4. **Presentations**

The Tribe reserves the right to require an oral presentation.

5. **Notice of Award and Contract Negotiations**

After the evaluation process is complete, the Tribe will initiate contract negotiations with the top-ranked proposer. The Tribe reserves the right to terminate contract negotiations in its sole discretion for any reason, at any time, without liability to the proposer. Examples of common situations which may result in termination of negotiations: failure to provide information, budgetary issues, proposer's lack of capacity to complete full scope on time, inability to reach prompt agreement, etc. The Tribe will not be responsible for costs incurred by the proposer resulting from contract negotiations.