



QUINAULT INDIAN NATION

PO Box 189 | Taholah, WA 98587 | Phone: 360.276.8211



QUINAULT INDIAN NATION ORGANIZATIONAL ASSESSMENT REQUEST FOR PROPOSAL

The Quinault Indian Nation (QIN) is soliciting proposals for an Organizational Assessment to assist with current ongoing efforts to address strategic revisions of the QIN workforce environment and compensation structure. It is anticipated that the delivery of the services under the QIN Organizational Assessment contract will begin on August 1, 2022.

I. INTRODUCTION

The Quinault Indian Nation (QIN) is a federally recognized tribe with a constitutional form of government with inherent sovereign authority to govern itself and to interact with other nations and states on a government-to-government basis. By-laws established in 1922 and a constitution approved in 1975 form the foundations of Quinault's modern-day government. Our General Council meets annually on the last Saturday in March to hold elections, accept new tribal members, allocate fishing grounds, and discuss other issues relevant to tribal members. The President has both legislative and executive-administrative powers. The Quinault Business Committee, which consists of four executive officers and seven council members, is the law-making body of the QIN.

The Quinault government's administration consists of the following divisions: Administration, Natural Resources, Community Services, Health and Wellness, Tribal Gaming and Public Safety. The Finance Division provides all accounting services for the Nation. The Office of the Attorney General is responsible for internal legal services and law enforcement, and an independent court system makes up our law and justice system. Please see Exhibit A at the end of document for the makeup of divisions. In addition, the Quinault government has established a business arm, the Quinault Nation Enterprise Board, to oversee business enterprises including: Quinault Pride Seafood, Quinault Land and Timber Enterprise, Quinault Beach Resort and Casino, Maritime Resort, the Queets Trading Post, the Taholah Mercantile, Q-Mart I, II, and III, Jolly Roger Seafoods, and Sweet Grass Hotel, all of which promote the growth and develop potential of the Quinault Indian Reservation.

The QIN Reservation consists of lands reserved to the Quinault people through a treaty negotiated and agreed to between the Quinault People and the United States in 1854. It is a land of magnificent forests, rivers, beautiful Lake Quinault, and 23 miles (37 kilometers) of unspoiled Pacific coastline. The Reservation contains some of the most productive conifer forest lands in the United States. The Reservation includes the communities of Taholah, Queets, and Amanda Park where tribal members and non-tribal members reside.

Located on the Pacific Coast of the State of Washington, our lands embrace a wealth of natural resources. Conifer forests composed of western red cedar, western hemlock, Sitka spruce, Douglas fir, Pacific silver fir and lodge pole pine dominate upland sites, while extensive stands of hardwoods, such as red alder and Pacific cottonwood, can be found in the river valleys. Roosevelt elk, black bear, black tail deer, bald eagle, cougar, and many other animals make these forests their home.



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The Quinault Indian Nation is signatory to the Treaty of Olympia (1856), by which it reserved, among other things, the right of “taking fish, at all usual and accustomed fishing grounds and stations” and the privilege of hunting and gathering, among other rights, in exchange for ceding lands it historically roamed freely. The QIN’s fishing area includes the Quinault Reservation and the entire Chehalis River Basin, including Grays Harbor, as well as marine waters of the Pacific Ocean.

II. SCOPE OF SERVICES

The Organizational Assessment individual consultant or firm’s responsibility will include the following:

Review

- Conduct a detailed examination of the Nations organizational structure and functions.
- Identify existing organizational priorities.
- Assess the functional assignments and staffing levels required to perform current duties.
- Identify current supervisory ratios and based on industry best practices and organizational needs, develop recommendations for appropriate supervisory ratios.
- Assess interdepartmental communication, coordination and collaboration
- Assess administrative strengths, i.e. financial, supervision and development of staff, risk management coordination and practices, and use of technology and identify areas requiring additional support and staffing or requiring reduction of staffing
- Review all departments operational functions and workflow process for each area.
- Review each job classification and descriptions of each position within the organization to determine whether they meet industry standards and produce an updated BLS occupation code for each position.

Recommendations

- Identify business practices and functions critical to success in key areas and performance measures that should be adopted by the Nation
- Recommend two or three organizational models.
- Provide recommendations for streamlining procedures and process for the current and required functions.
- Identify cost saving technologies to support current and future programs and operations.
- Provide training recommendations to improve operations.
- Provide recommendations to improve staff retention and support succession planning.
- Provide recommendations on FTE requirements both current and future.
- Identify and recommend any rifts or reduction in current staffing requirements.
- Identify performance measures that should be adopted by the Nation.
- Identify benchmarks in terms of overall budgetary considerations for similarly sized entities by area (both dollar amount and percentage of revenue).
- Identify benchmarks for key positions.



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III. QUALIFICATIONS & SUBMISSION

The consulting team or individual must demonstrate significant experience in conducting thorough organizational assessments of government entities, with experience working with an understanding Tribal government structure. The proposal must contain the following:

- A. Executive Summary, a brief cover letter describing the consultant/firm's interest in the project, with primary contact person, address, email, and telephone number.
- B. Background, include relevant experience of the firm or individual within the last five (5) years, specifically related to government organizations (in Tribal or non-Tribal sectors). Include the Curriculum Vitae (CV) of all individuals who will be working on this project.
- C. Description of the Proposed Approach and Methodology for carrying out the Scope of Work. The description should identify major tasks to complete the Scope of Work, if a firm the organization of the project team, and the roles and responsibilities of individual members. The description should convey the firm's/consultants understanding of the project, as well as, a proposed timeline of the contract.
- D. Description of Previous Participation in Tribal government programs or in working with a Tribes. Certify whether you are an Indian business or a member of an Indian Tribe.
- E. Current Clients and References: the submission should contain:
 - a. A complete list of current public sector clients and those served within the preceding twelve months of the submission deadline.
 - b. A list of all clients for whom you have provided organizational assessments to within the past five years and an example of a success achieved with them. Include client, contact name, email address and phone number.
 - c. A list of all Tribal governments you have provided organizational assessments to including their contact's name, email address and phone number.
- F. Cost of the Proposal for Scope of Work

IV. TERMS OF CONTRACT

Upon selection, a determination will be made for begging the timeframe of services.

V. EVALUATION CRITERIA

Proposals will be evaluated by a committee of professional staff and policy representatives. The following will be considered:

- Ability to meet all proposal requirements
- Technical evaluation of the proposal
- Verifiable Organizational Assessment Experience
- Assessment of capacity to deliver the required services

Indian preference applies.



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VI. PROPOSAL DUE DATE

Proposal Due Date: July 8, 2022 by 5:00 pm PST (Late submissions will not be considered)

Submission Method: Via email (preferred), U.S. Mail or other delivery services.

Email: bids@quinault.org

Subject Line: Organizational Assessment Proposal

Submission Address:

ATTN: Ryan Allen, Finance

P.O. Box 189

Taholah, WA 98587

Requests for clarification and interpretations of the RFP must be made via email by no later than 5pm PST on June 23, 2022.

All questions regarding the RFP shall be directed to M'Liss DeWald mliiss.dewald@quinault.org and Andrea Ebling AEBLING@quinault.org by e-mail. Two types of questions generally arise. One may be answered by directing the questioner to a specific section of the RFP. Other questions may be more complex and may require a written amendment to the RFP. The QIN Representatives will make that decision.

The QIN Representatives shall make clarifications, interpretations, corrections, and changes to the RFP by written Addenda.

Exhibit A

Division: Administration

Departments: Early Learning (Daycare, Early Head Start, Head Start), Education, Human Resources, Tribal Employment Rights Ordinance (TERO), Temporary Assistance for Needy Families (TANF), Language, Communications, Child Support Services

Division: Natural Resources

Departments: Fisheries, Fisheries Enhancement, Vessel Monitoring, Environmental Protection, Forestry, Fire, Forest Development, Forest Roads, Forest Tech, Forest Harvest, Land Management, Enrollment, Realty, Geographic Information Systems (GIS)

Division: Community Services

Departments: Planning, Construction, Roads, Beautification, Maintenance, Custodial, Culture and Museum, Utilities

Division: Health and Wellness

Departments: Pharmacy, Business Office, Chemical Dependency, Behavioral Health, Family Services, Dental, Medical Services, Senior Services, Community Health Resource (CHR), Nutrition, Covid Response Team, Commodities

Division: Public Safety

Departments: Police, Corrections, Emergency Management, Animal Control, Resource Enforcement

Divisions without departments: Office of the Attorney General/Legal, Court, Information Technology, Tribal Gaming Agency, Finance, Quinault Business Committee Staff