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PORT GAMBLE S'KLALLAM TRIBE

Request for Proposals
Comprehensive Organization Review and Analysis for
Early Childhood Education Program

Background

PGST Vision Statement

Our vision is to achieve the full potential of the Port Gamble S'Klallam Tribal sovereign nation to be self-sufficient, proud, strong, healthy, educated, and respected.

PGST Mission Statement

The mission of the Port Gamble S'Klallam Tribe is to exercise sovereignty and ensure self-determination and self-sufficiency through visionary leadership. We will ensure the health, welfare, and economic success of a vibrant community through education, economic development, preservation and protection of the rich culture, traditions, language, homelands, and natural resources of our tribe.

Brief Description of Tribe

The Port Gamble S'Klallam Reservation is located on the northern tip of the Kitsap Peninsula in Washington State. It is situated on Port Gamble Bay, for generations, an important natural resource for the Tribe and other Native Americans.

The Tribe is a signatory to the Point No Point Treaty and is one of 29 federally recognized Indian Tribes in Washington State. The population of the Port Gamble S'Klallam Tribe is currently just over 1,400 enrolled tribal members. About half the tribal members reside on the reservation, along with other community members. More information about the Tribe can be found at the Tribe's website: www.pgst.nsn.us

Current Early Childhood Education (ECE) overview

The Port Gamble S'Klallam Tribe has offered early childhood education services to its members for over 53 years. Initially, in the 1970's the Bureau of Indian Affairs (BIA) supported a home-based program that evolved into a center-based program for preschool age children. In 1985 after BIA funds were being reduced the Tribe applied and was awarded a Federal Head Start grant to support preschool services on the reservation. The Tribe began offering infant/toddler services in 1990 with a Federal Parent Child Center grant that evolved into a Federal Early Head Start Program serving families in a center-based model. Also, in 1990 the Tribe began receiving Federal Childcare Development Funds to offer child care services to working families. Currently, the ECE serves 36 preschool children and 45 infant and toddlers in a center-based program. The

growth of the Early Childhood Education Department has led us to examine our current organizational and financial structure and determine if a new structure is warranted.

Scope of Work

Several key areas need to be addressed immediately:

- Review the organization of the ECE Department and teaching teams and recommend changes that support growth into the future.
- Complete a Compensation Analysis & Design specific to Early Childhood that includes the value of cultural knowledge and addresses and identifies all Job Classifications and utilizes external market salaries specific to our region.
- Assess and recommend succession planning, upward movement and cross training models for all levels of the ECE Department
- Review Training/Onboarding program and recommend standardized improvements.
- Identify non-monetary benefits to increase employee morale and engagement.
- Recommend steps to integrate ECE and other Tribal Education programs.

Deliverables:

Described below are the required deliverables that must be addressed in the RFP. The RFP cost can be delivered in one single price, but we prefer a cost breakdown.

Assessment: An onsite evaluation of the current organization, working environment, compensation and classification structure, training programs, and teaching team structure through document and policy review, observations and interviews with staff at all levels of the organization including Human Resources, Executive Director and Administrative Director.

Job Analysis: Review existing job descriptions; recommend modifications as appropriate, including job titles. Provide an external market salary survey to ensure position salaries are comparable to industry standards (benchmark) and include all sources of information (and date) used to determine competitive market salaries.

Job Evaluation: Review the base compensation plan, including ranking and evaluating each position's impact and contribution to the organization based on general and specific job qualifications, responsibilities, and characteristics. Make recommendations for any adjustments needed to assure internal equity and external competitiveness; slotting positions into salary grades based on their experience, education, performance, cultural knowledge and specialized skills; including interpersonal skills, independent judgment, mental processing/problem-solving, and working environment.

Succession Planning and Upward movement: Review the existing policies related to succession and make recommendations for planning, implementation, and engagement.

Organization: Analysis of the current organization of the Early Childhood Education Department. Recommend changes, if necessary, to enhance department performance and efficiency, including recommendations to combine with Tribal Education Department.

Implementation: Develop a performance and communication strategy for integrating the new compensation structure. How would those positions that are over or under-compensated be addressed?

Cost Analysis: Perform cost analysis of implementing proposed changes and a proposed schedule.

1. Proposed Schedule

- a. Tribe to release RFP by October 26, 2023.
- b. Proposals due by: November 10, 2023.
- c. Work to start in 2024 pending Tribal Council Approval of the budget.

2. Proposal Requirements/Guidelines

- a. Letter of Interest and overall qualifications.
- b. Name of the provider responsible for performing any work assigned, including all contact information.
- c. Detailed biographies and summary of the relevant experience of each provider who would be available to perform services on behalf of the Tribe.
- d. Description of the services provided to Tribal or other clients over the last three to five years, including examples of successful results as well as unsuccessful results.
- e. Three references from current or former clients, including tribal clients.
- f. A description of any costs that would be charged to the Tribe to provide the agreed-upon services.
- g. Certification that the provider is in good standing in the state(s) in which they are licensed to practice (if applicable) and a list of the providers' licenses and certifications to practice in Washington State.
- h. State, in succinct terms, your understanding of the problem presented, or the service required by this RFP.

3. Procedures for Submission

Proposals should be submitted before 4pm on November 10, 2023 and can be e-mailed to jhaight@pgst.nsn.us or mailed to:

ATTN: Jaclyn Haight
Port Gamble S'Klallam Tribe
31912 Little Boston Road N.E.
Kingston, WA 98346
(360) 297-9619

For additional information or clarification, please contact Jaclyn Haight of the Port Gamble S'Klallam Early Childhood Education Department jhaight@pgst.nsn.us or 360-297-6262.

All material submitted in response to this Request for Proposals becomes the property of the Tribe and will not be returned.

The Tribe reserves the right to extend the Nov. 10 proposal deadline for any reason, including upon request or due to insufficient quality or quantity of responses.

4. Selection Criteria (In no particular order)

- a. Experience and a demonstrated record of success
- b. Reasonableness of fees
- c. Qualifications of provider(s).
- d. Explaining a clear vision for the implementation of services.
- e. Organization, presentation, and content of the proposal.
- f. Ability to be available and flexible concerning timelines.
- g. Availability to meet in person with tribal representatives.

5. Rejection of Responses

The Tribe reserves the right to reject any or all responses to this Request for Proposals or to award a contract to the next most qualified candidate, based solely on the Tribe's judgment if the successful candidate does not enter into a contract with the Tribe within thirty (30) days after the selection of the provider.

6. Dispute Resolution and Waiver of Sovereign Immunity

Any candidate responding to this Request for Proposals should include a statement of their consent to the jurisdiction of the Port Gamble S'Klallam Tribal Court for the resolution of any disputes that may arise between the consultant and the Tribe, along with their agreement that any waiver of sovereign immunity that may be included in a contract between the Tribe and the consultant will be limited to declaratory and injunctive relief in Port Gamble S'Klallam Tribal Court.