



PORT GAMBLE S'KLALLAM TRIBE And Noo-Kayet Investments

Request for Proposals

Comprehensive Compensation and Classification Review and Analysis

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.

The mission of Noo-Kayet Investments is to advance the economic sovereignty of the Port Gamble S'Klallam Tribe. In pursuit of our mission, we will always apply these principles:

Investment-minded

We will practice disciplined investment of our Tribe's treasury and effectively manage those assets.

Standards-focused

We will strive for high standards of performance with continuous development of our people, strategy, and technology.

Sovereignty-driven

We will apply the best of our Tribe's sovereign economic strength in execution of our investment plan.

S'Klallam-strong

We will adhere to the values and rich heritage of our Tribe in everything we do and promote a sense of pride in the tribe.

S'Klallam-empowering

We will build the capacity of our Tribe to make investment decisions and manage our own business affairs.

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

DESCRIPTION OF THE TRIBAL GOVERNMENT

The Tribe has its own constitution and governing laws and is organized under the IRA.

The Tribal government employs over 320 employees and provides numerous direct services to the tribal membership through our various departments. The Tribe owns a variety of businesses, a tribally designated housing entity, a botanical garden, and operates a 501 (c) 3 non-profit foundation. The casino operates class II and III gaming and is structured under a federally chartered Section 17 entity.

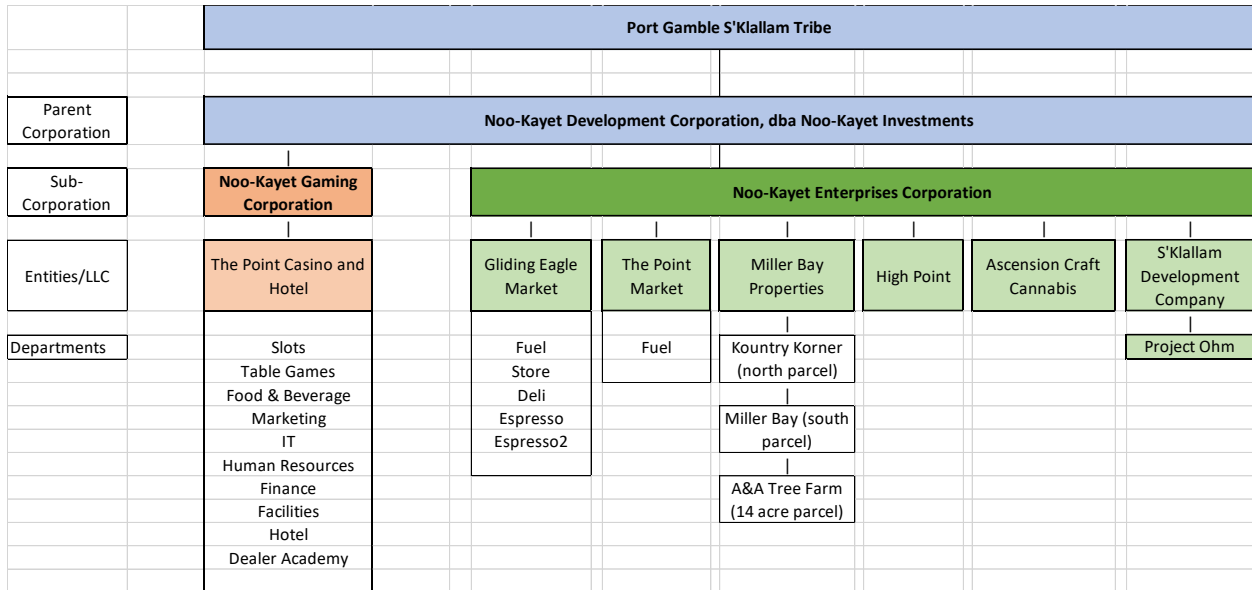
BRIEF DESCRIPTION OF NOO-KAYET INVESTMENTS

Noo-Kayet Development Corporation (d/b/a/ Noo-Kayet Investments) ("NKI") is a Section 17 corporation of the Port Gamble S'Klallam Tribe of Kingston, Washington employing over 450 employees. NKI is the sixth largest private employer in Kitsap County.

Owned businesses include:

- The Point Casino and Hotel
- Gliding Eagle Market (c-store & fuel station)
- The Point Market (fuel station)
- Miller Bay Properties (real estate management co.)
- High Point (retail cannabis store)
- Ascension Craft Cannabis (cannabis grow facility)
- S'Klallam Development Company (construction management)

The organization chart below describes the economic development arms relationship to the Tribe and its businesses.



More information about the NKI can be found at the NKI’s website: www.noo-kayet.com

Scope of Work

This project will start with the development of an overall compensation philosophy for the Tribe’s government and enterprise that aligns with the Port Gamble S’Klallam Tribe’s vision, mission, and core values.

Additionally, the project will provide for both the Port Gamble S’Klallam Tribe (PGST) and Noo-Kayet Investments (NKI):

- External market pricing
- Development of job description templates including job grading and classification criteria/questionnaire
- Performance system evaluation analysis and recommendation.
- Make recommendations for any adjustments needed to assure long term internal equity and external competitiveness over time; slotting positions into salary grades based on their experience, education, performance, and specialized skills; including interpersonal skills, independent judgement, mental processing/problem solving, and working environment. Recommendations should include internal strategies and tools to stay ahead of necessary market compensation changes and unique hiring situation offers.

For PGST:

- Review current compensation system and provide recommendations for improvement and enhancements.

For NKI:

- Development of structured compensation system by enterprise
- Executive compensation incentive recommendations

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 break down.

Compensation Philosophy Development: An onsite evaluation of current compensation and classification structure and practices; including meetings with HR, Managers, Directors, and Tribal Council as necessary. Conversations will explore the Tribe’s purpose, mission, and values to guide the development of an overall compensation philosophy.

External Market Pricing: Provide external market salary survey data to ensure position salaries are comparable to industry standards (benchmark), include all sources of information (and date) used to determine competitive market salaries. Comparison of PGST and NKI job descriptions to the descriptions of the survey data should be conducted to ensure accurate comparisons (not only title comparison).

Job Description Templates: Develop job descriptions templates that will result in consistent job description development beyond the project. The job descriptions templates will include all necessary data to determine job grade and exemption classification.

Performance Evaluation: Evaluate current system for performance management and advise process that integrally links performance to compensation in a strategic, fiscally appropriate manner. Provide recommendations for evaluation criteria determined by job duties and category of position.

Compensation System Review: Review current PGST compensation system and provide recommendations for improved efficient utilization.

Compensation Structure Development by Enterprise: Focus on a comprehensive evaluation and ranking system for all NKI positions (or category of positions?). Develop a formalized 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 and specialized skills; including interpersonal skills, independent judgment, mental processing/problem solving, and working environment.

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

Cost Analysis: Perform cost analysis of implementing proposed changes as well as a proposed implementation schedule.

1. Proposed Schedule

- a. Tribe to release RFP by: January 19, 2024
- b. Proposals due by: February 16, 2024

- c. Tribe interviews and selects by: March 15, 2024

2. Proposal Requirements/Guidelines

- a. Letter of Interest and overall qualifications.
- b. Name of provider who will be responsible for the performance of 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

Interested consultants are required to email a proposal to lisam@pgst.nsn.us and emills@noo-kayet.com in addition to submitting two copies of their written proposal prior to 4:00 p.m., February 16, 2024. Hard copy proposals should be submitted to:

ATTN: Lisa McDonald
Port Gamble S’Klallam Tribe
31912 Little Boston Road N.E.
Kingston, WA 98346
(360) 297-6228

For additional information or clarification please contact Lisa McDonald, HR Director of the Port Gamble S’Klallam Tribe, at 360-297-6228 for PGST specific questions and Evan Mills, Noo-Kayet Investments Human Resources Director at 360-297-6101 for NKI specific questions.

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

4. Selection Criteria (In no particular order)

- a. Experience and demonstrated record of success
- b. Reasonableness of fees
- c. Qualifications of provider(s).

- d. Explaining a clear vision for implementation of services.
- e. Organization, presentation and content of proposal.
- f. Ability to be available and flexible in respect to 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 by the Tribe.

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.