



Chitimacha Tribe of Louisiana

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**Request for Proposals (RFP) for
*COVID-19 Recovery Strategic Planning***

- ISSUE DATE:** July 22, 2021
- DUE DATE:** August 19, 2021
- SUBMIT TO:** Chitimacha Tribe of Louisiana
April Wyatt
Chief Administrative Officer / Tribal Administrator
P.O. Box 661
155 Chitimacha Loop
Charenton, LA 70523
Email: aprilc@chitimacha.gov.
- CARBON COPY:** Michael L. Murphy
The Jacobson Law Group
General Counsel to the Chitimacha Tribe of Louisiana
Email: mmurphy@thejacobsonlawgroup.com.

1. Background Information on the Chitimacha Tribe

The Chitimacha Tribe of Louisiana is a federally recognized tribe situated in south-central Louisiana. The Tribe's governing body is a five-member Council. The Tribe delivers government services to over 1,500 enrolled members, which are located on-Reservation, across the United States, and abroad. The Tribe's government services include: Chitimacha Health Clinic, Human Services, Police & Fire Departments, Tribal Court System, Chitimacha Tribal School (pre-K through 8th grade), Yaamahana (daycare/early learning), Housing, Enrollment, Public Works, Economic & Business Development, Scholarships, and Culture Department. As the owner and operator of several enterprises, including the Cypress Bayou Casino Hotel, the Tribe is one of the largest employers within its region. You can learn more about the Tribe by visiting our website at: <http://chitimacha.gov/>.

As a federally recognized tribe, the Tribe is a direct recipient of federal funds issued under the American Rescue Plan Act ("ARPA") and administered by a variety of federal agencies, including funds from the State and Local Fiscal Recovery Fund ("FRF") administered by the U.S. Department of Treasury.

2. RFP Overview

The Tribe wishes to engage a consultant (or contractor) to develop a comprehensive strategic plan that enables the Tribe to maximize the use of COVID-19 pandemic federal relief—including funds from the FRF—to implement those strategic priorities that facilitate a strong governmental and economic recovery from the pandemic. To that end, the Tribe invites you to submit a response to this RFP. To make a selection, the Tribe will focus primarily on the applicants' responses to "Qualifications and Expertise" section, the price proposal submitted, and whether the applicant is a Native Contractor afforded Native Preference.

Proposals must:

- As a general matter, be responsive to the work described in the "Scope of Work" section of the RFP.

The Tribe's intent is that the Tasks and Deliverables identified in the Scope of Work will be identified in a final written contract with terms that are substantially similar to those identified in the RFP. However, the Tribe is open to suggested changes to the Tasks and Deliverables identified the Scope of Work, provided that those changes will better equip the Tribe to achieve its objectives for the strategic plan (as determined by the Tribe).

- Directly address your company's experience and abilities, as identified in the "Qualifications and Expertise" section of the RFP.

- Provide your best price proposal for developing the strategic plan.

3. Scope of Work

Objectives: The Tribe has received various types of federal funding pursuant to various federal relief bills, including the Coronavirus Aid, Relief, and Economic Security Act, the ARPA, and the FRF allocated under the ARPA and administered by the U.S. Department of Treasury (“Relief Funds”). The Tribe plans to engage a consultant to develop a comprehensive strategic plan that equips the Tribe to maximize the use of the Relief Funds to implement strategic priorities that will facilitate a strong governmental and economic recovery from the pandemic. More specifically, the strategic plan will accomplish the following purposes:

- Identify the short- and long-term needs faced by the Tribe, Tribal agencies, and Tribal enterprises, together with the resources and/or tools that each entity needs in order to successfully address those needs;
- Identify the short- and long-term strategic priorities for addressing the Tribe’s most pressing needs;
- Identify the realistic and practical steps that the Tribe, agencies, and enterprises should take to implement the short- and long-term strategic priorities; and
- Identify how the Tribe can best utilize the Relief Funds in conjunction with other available resources to implement and/or support the Tribe’s short- and long-term strategic priorities.

Tasks and Deliverables: The Tribe anticipates that the consultant will develop the strategic plan according to the following Tasks and Deliverables, developed based on Tribal officials’ internal assessment of its unique needs. However, the Tribe is open to suggested changes to the Tasks and Deliverables identified in the Scope of Work, provided that those changes will better equip the Tribe to achieve its objectives for the strategic plan (identified above or as further determined by the Tribe).

- **Task 1: Initial Analysis.**
 - Meet with Tribe’s designated Point of Contact to discuss the project’s purpose and logistics for carrying out the project.
 - Gather existing Tribal information to conduct preliminary analysis on the existing strengths, weaknesses, opportunities, threats, and needs faced by the Tribe’s government and enterprises, particularly in light of the pandemic and its effects. Such Tribal information may include: documentation, financial and employment data, pre-existing strategic plans, departmental budgets for the use of Relief Funds, and Tribal Council’s preliminary assessment on pandemic response priorities and projects.

- Task 2: Short- and Long-Term Needs Analysis.
 - Develop and administer surveys designed to assess how Tribal members (the public) would prioritize different Relief Fund-eligible infrastructure projects.
 - Develop and administer surveys designed to assess Tribal government and enterprise employees' perspectives on the short- and long-term needs faced by their employers, together with the resources or tools needed to address those needs.
 - Meet individually with the leaders of the Tribal government and enterprises (as designated by the Tribe) to assess their perspectives on the short- and long-term needs faced by the Tribal government and enterprises, together with the tools needed to address those needs.
 - **Deliverable:** Based on the consultant's initial analysis, public and employee surveys, and meetings, produce a report summarizing findings on the Tribal government and enterprises' strengths, weaknesses, opportunities, threats, and short- and long-term needs.

- Task 3: Short- and Long-Term Strategic Priorities Analysis.
 - Conduct at least a two-day summit with Tribal government leaders (which will include the Tribal Council and any other officials designated by the Tribe) to:
 - Finalize the Tribe's list of short- and long-term needs, together with the resources and tools required to successfully address those needs;
 - Unify the Council around the short- and long-term strategic priorities that the Tribe should implement to address those needs; and
 - Facilitate a discussion on how the Tribe may utilize its existing resources, including the Relief Funds, to implement and/or support the short- and long-term strategic priorities.

- Task 4: Develop Draft of Actionable Strategic Plan.
 - **Deliverable:** Develop and deliver to Tribal leadership a first draft of the comprehensive and actionable strategic plan for how the Tribe should implement and/or support the short- and long-term strategic priorities. The draft strategic plan should:
 - Take into account the Tribe's pre-existing mission and goals as expressed in prior strategic plans;
 - Take into account the summary findings that resulted from the surveys and meeting with Tribal government and enterprise employees;
 - Thoroughly assess how the Tribe can use the Relief Funds (in conjunction with existing Tribal resources) to implement the strategic plan;
 - Take into account best practices from other jurisdictions, especially as they relate to the use of Relief Funds;
 - Develop a roadmap with benchmarks for what the Tribe can realistically achieve in 2 and 5 years; and
 - Develop discrete actions that specific Tribal officials and/or departments need to take to implement the strategic plan according to the roadmap and benchmarks.

- Task 5: Deliver Final Actionable Strategic Plan and Plan Summary
 - Gather, assess, analyze, and integrate feedback received from Tribal leadership.
 - **Deliverable:** Produce a final, professional, and comprehensive strategic plan.
 - **Deliverable:** Produce a professional, public-facing summary of the strategic plan

4. Selection Criteria

Proposals will be evaluated based on the applicant’s response to the “Qualifications and Expertise” section of the RFP, the applicant’s price proposal, and whether the applicant is a Native Contractor (afforded Native Preference, as described below).

5. Proposal Submission Requirements

All consultants or contractors submitting a proposal in response to this RFP must ensure the proposal includes the following content. The Tribe may deem a proposal that fails to address content that is applicable to the company as non-responsive and ineligible for consideration.

5.1 Cover Letter – Please submit a cover letter or cover page that identifies the legal name of the consultant/contractor, the appropriate contact information, the date of the proposal, and briefly describes why the applicant is best suited to deliver the services described in the Scope of Work.

5.2 Qualifications and Expertise – Proposals should address the company and/or consultant’s experience and abilities in the following areas as applicable to the Tasks and Deliverables identified in the Scope of Work (and regardless of whether you suggest changes to those Tasks and Deliverables):

- General Purposes.
 - Experience working with and advising Tribal governments and enterprises, elected officials, and leadership.
 - A practical understanding of the various funding opportunities available to Tribal governments to respond to and recover from the COVID-19 pandemic, including under the CARES Act and ARP Act, as well as a firm command of the eligible uses for those various funds.
- Task 1: Initial Analysis.
 - Scope and manage strategic planning process that involves data and records analysis, surveys, interviews, and facilitated discussions with key officials and employees.
 - Gather, organize, and effectively analyze existing Tribal information, records, financial data, etc., to inform strategic plan.

- Task 2: Short- and Long-Term Needs Analysis.
 - Design, administer, and analyze targeted and responsive surveys.
 - Conduct interviews with various stakeholders.
 - Analyze and synthesize existing Tribal information, surveys, and interviews in a professional, concise, and accurate summary report of findings.

- Task 3: Short- and Long-Term Strategic Priorities Analysis.
 - Facilitate discussion and strategy development with Tribal elected officials and government leaders.
 - Facilitate Tribal leadership’s evaluation of competing priorities and coordinate consensus around a uniform set of priorities.

- Task 4: Develop Draft of Actionable Strategic Plan.
 - Write a high-quality, visually compelling, and practical draft report that:
 - incorporates analysis on Tribal information, surveys, and interviews;
 - incorporates stakeholder input;
 - incorporates strategic analysis and planning;
 - delineates a discrete roadmap for implementing strategic priorities; and
 - applies knowledge of CARES Act and ARP Act funding, including eligible uses of those funds and deadlines for using those funds, to the strategic plan.
 - Develop an efficient process for gathering, organizing, and analyzing comments from Tribal leadership on the draft strategic plan.

- Task 5: Deliver Final Actionable Strategic Plan and Plan Summary.
 - Integrate stakeholder comments into the draft report.
 - Finalize a high-quality, visually compelling, and practical strategic plan.
 - Develop a simple, professional, and visually compelling summary of the plan that will serve as a public communication tool.

5.3 Price Proposal – Please provide a price proposal that identifies all fees and costs (out-of-pocket expenses) necessary to carry out the Scope of Work. The Tribe prefers a flat rate that embraces the fees for services and the out-of-pocket costs. If your price proposal is based on another fee structure (e.g., an hourly rate), please identify the rate(s) applicable and provide an estimate of the total for fees and costs.

5.4 Native Preference (if applicable) – This RFP is not restricted to companies owned by Native persons. However, preference will be given to Native and Alaska Native contractors (“Native Contractor”) that submit responses that are substantially equal to responses submitted by a non-Native contractor. Native Contractor or “Indian-Owned Economic Enterprise” means any Indian-owned commercial, industrial, or business concern

established or organized for the purpose of profit, provided that such Indian ownership shall constitute not less than 51 percent of the enterprise, and that ownership shall encompass active operation and control of the enterprise on a continuing basis for the duration of the project. A contractor claiming Native Preference may be required to submit evidence demonstrating qualification for that preference.

5.5 Other Information (if applicable) – You may provide any other information that you deem relevant to the Tribe’s assessment of your proposal (including any suggested changes to the Tasks and Deliverables you wish the Tribe to consider). Note, however, that the Tribe will appreciate concise responses to the RFP, and you are not expected or required to provide any other information.

6. Submission Details

You may submit your proposal by mail, by facsimile, or by email, in accordance with the following. The Tribe may deem a proposal that fails to address content that is applicable to the company as non-responsive and ineligible for consideration.

- Due date: August 19, 2021, by 5:00 p.m., Central Time.
- Submit to: Chitimacha Tribe of Louisiana
April Wyatt
Chief Administrative Officer / Tribal Administrator
P.O. Box 661
155 Chitimacha Loop
Charenton, LA 70523
Email: aprilc@chitimacha.gov.
- Carbon Copy: Michael L. Murphy
The Jacobson Law Group
General Counsel to the Chitimacha Tribe of Louisiana
Email: mmurphy@thejacobsonlawgroup.com.

7. Inquiries

Questions about this RFP may be directed via email to April Wyatt, Chief Administrative Officer / Tribal Administrator, at aprilc@chitimacha.gov. Please carbon copy Michael Murphy, General Counsel to the Tribe, at mmurphy@thejacobsonlawgroup.com, on your email inquiry. In the subject line for the inquiry, please insert “RFP – COVID-19 Recovery Strategic Plan”.

8. General Terms, Limitations, Reservation of Rights

The following terms, limitations, and reservation of rights apply to this RFP:

- Any award granted pursuant to this RFP shall be subject to the terms and conditions of a written contract between the Tribe and the contractor/consultant/vendor selected.
- The Tribe reserves the right to:
 - Modify or otherwise alter any or all of the requirements herein. If the Tribe modifies, responders will be given an equal opportunity to modify their proposals as identified in writing by the Tribe.
 - Reject any proposals received for whatever reason.
 - Terminate this RFP at any time, without cause or reason.
- The Tribe shall not be responsible for any expenses incurred by the applicant to prepare or deliver a response to this RFP, or to attend a virtual pre-award conference with the Tribe.
- The Tribe's determination on whether to make this award will be based solely on the Tribe's best interests as understood by the Tribe.
- Prior to any award and upon the Tribe's request, the apparent successful proposer must provide the information required of any vendor or independent contractor who does business with the Tribe, including the contractor's legal name, address, federal fax identification number, and evidence of insurance policies that meet minimum insurance specifications for the award.
- The contractor must maintain for the duration of the agreement's term a general liability insurance policy (with coverage limits of at least one-million dollars (\$1,000,000.00) each occurrence and two-million dollars (\$2,000,000.00) aggregate) and a workers' compensation insurance policy (at the limits required by the state in which the company is situated).
- The applicant must disclose to the Tribe the use and identity of all subcontractors it uses in carrying out the requirements herein. The Tribe reserves the right to approve all subcontractors chosen (in its sole discretion). The applicant shall be solely responsible for the satisfactory performance of and compensation to any and all subcontractors.
- The laws and procedures of the Tribe shall govern all rights and duties under any contract that may result from the RFP.
- In the event of bankruptcy or receivership of any vendor or contractor, the applicable contract is null and void, and is terminated without further notice.
- This RFP shall not be construed as a waiver of the Tribe's sovereign immunity.

By responding to this request for proposal, the proposing vendor/company/firm is agreeing to the terms, conditions, and requirements set forth herein, unless expressly noted in writing in your submission.