



MASHPEE WAMPANOAG TRIBAL EDUCATION DEPARTMENT

REQUEST FOR PROPOSALS

PURPOSE

The Tribal Education Department has initiated a Request for Proposal (RFP) process to identify qualified consultants to guide and execute a strategic planning process with our stakeholder community to inform a 3-5 year strategic plan.

The consultant is expected to provide the following services:

1. Provide leadership, direction and expert consultation and advice related to the development of an effective strategic plan.
2. Provide a clear, easily-operationalized, strategic planning process.
3. Assist in evaluating Tribal Education's mission, vision, and value statements.
4. Facilitate strategic planning meetings.
5. Develop and conduct focus groups that target tribal council members, tribal education staff, tribal parents, and tribal community members.
6. Provide deliverables that support and document the work performed throughout the process.

The desired result is a strategic plan that articulates a vision, mission, values, and strategies that will reflect Wampanoag tribal community values and guide Tribal Education through 2021 – 2026 with actionable items for 2021 - 2023.

THOSE ELIGIBLE TO RESPOND

The Tribal Education Department seeks consultants who demonstrate a strong overall understanding of tribal structures and the structure and purpose of tribal organizations, have strong facilitation skills and have proven experience facilitating strategic planning with tribes. **Indian preference applies.**

Brief History of the Mashpee Wampanoag by Ramona Peters

Welcome to Mashpee, the home of our tribe for approximately 11,000 years. Many a storm and visitor has swept through our woods and found comfort on our beaches both fresh and salt. Our first visitors from the west were the Vikings during the year of 1004. They anchored in Waquoit Bay and stayed for quite a while longer than most folks use their time-share abodes. We've seen many come and go like Verrazano, Cabot, Zuni, Lenape, and other explorers. We have a history of hospitality one might say. Our culture directs us to be kind, friendly, and hospitable which allowed the early English settlers to prosper.

The Mashpee Wampanoag are one of the original sixty-nine tribes in the Wampanoag Nation. The Mashpee (later called Mashpee) tribe was under the oversight of English missionaries for nearly 200 years. The reservation period in Mashpee officially began in 1677 and restricted our freedom until 1868. From that time up until around 1975 the tribe ran the town government of Mashpee. We became overwhelmed with new residents that very quickly took control of the direction of the town with an easy five to one vote. Today the Native American population in Mashpee is less than 10%.

Economically the tribe has adapted and managed in a number of different ways besides hunting, fishing, and planting. During the 17th and 18th centuries we were involved in the fur, rope, timber, and sassafras trade. In the 19th and early 20th centuries Mashpee Wampanoag men were engaged in the whaling industry sailing the Atlantic, Pacific, Arctic and Indian Oceans. Those mariners were usually out to sea for at least a year at a time hunting whales. The fishing is still great here in Mashpee. Our rivers, the Mashpee, Santuit, and Quashnet, have been loaded with herring during the spring months. Smoked herring were exported to Europe from Mashpee during the 20th century. The cranberry industry and a broom factory in Mashpee also once provided local employment. Today most Mashpee Natives are employed in the building and health care industries or working for the tribe in a variety of professions. Subsistence farming, fishing, and hunting are still practiced by tribal members. We'll see you down the bay; try hard not to leave a footprint.

The Mashpee Wampanoag Tribe has both traditional and conventional leadership for our people. The Mashpee Wampanoag Tribe is a federally recognized tribe (2007), allowing it to actively participate in federal programs designed for Indian Nations. We maintain a government to government relationship with all federal agencies to support the health, education, and welfare needs of the tribe. Our traditional leadership includes the Chief and his Circle of advisors, Medicine Man, and Clan Mothers. The Chief and Medicine Man have permanent seats at the Tribal Council table to ensure cultural concerns are included in decision-making. Tribal members seek advice, ceremony, and social justice from these leaders.

The Mashpee Wampanoag Indian Museum located at 414 Main Street is open to the public. For special programs schedule call (508) 477-9339. Come view our new exhibits revealing the unique history and culture of the Mashpee Wampanoag Tribe, including a full size wetu (traditional lodge) with furnishings and expo on the Mashpee Indian whalers of the 19th century.

The Old Indian Meeting House located at 410 Meetinghouse Road is open to the public for tours.

PROJECT OVERVIEW

The Mashpee Wampanoag Tribal Education Department is beginning a new era of oversight and responsibility, looking to build capacity in Tribal Education, local education agencies (public school districts) and the state education agency, to more effectively meeting the academic, social,

and cultural needs of Native youth; instill understanding of the historical and contemporary lives of those youth, their families, and the tribal community through professional development opportunities; and to actively work toward Equity, Access and Advocacy. It is unknown when the last Tribal Education strategic plan was created; thus, the Department is looking for a consultant to facilitate the creation of a five-year strategic plan through a comprehensive, data-driven, and participatory process.

The Tribal Education Department is comprised of four distinct yet related offices and funded for distinct purposes; Department of Labor, Employment & Training; Health & Human Services, Childcare Services; and the Department of Education, through a Formula-funded Indian Education grant and a Discretionary State Tribal Education Partnership grant. Traditionally, over many decades, the offices have operated in silos, with every program manager operating in isolation. The budget is roughly \$2.0 million dollars. The goal of strategic planning for Tribal Education is to formulate a vision; identify how the intent of the funding and services integrate to more efficiently and effectively serve tribal people; and to think strategically, to parlay federal funds for intended use.

SCOPE OF WORK & DELIVERABLES

The consultant will:

- Propose timeline and number of sessions required;
- Identify how the planning would be implemented remotely;
- Lead the creation of a strategic plan that will guide Tribal Education's focus and work during years 2021- 2025;
- Monitor and report the progress relative to the development of this plan;
- Fully integrate Tribal Education staff, Council liaison, and tribal community members and parents into a culture of collaboration, focused on a shared vision through the strategic planning process;
- Develop and conduct focus groups that target tribal parents, tribal youth, elders, and Tribal Education staff;
- Utilize focus groups, interviews, surveys and/or any other method that will be useful in receiving partner and community input
- Facilitate Tribal Education staff and Council Liaison discussion relative to development of a three-year action plan for 2021-2023; and
- Deliver a clear, accessible strategic plan that includes an action plan for 2021-2023.

REQUIRED QUALIFICATIONS

Prior experience developing strategic plans for tribes and tribal organizations.
Demonstrated experience with facilitating a consensus-based strategic plans.

Strong facilitation skills in creating a neutral environment for soliciting input from individuals coming from various sectors.

Experience at gathering and utilizing data to inform the strategic planning process.

Experience in inspiring others to think creatively and innovatively; and the ability to constructively challenge participants.

Ability to travel to Mashpee, Massachusetts when permissible (COVID) or to conduct the planning remotely.

INSTRUCTIONS TO APPLICANTS

All proposals must be submitted by 12:00 noon on Thursday, April 15, 2021 by mail or email to:

ATT: Roxanne Mills Brown, Education Director/Mashpee Wampanoag Tribe

483 Great Neck Rd. South ♦ Mashpee, MA 02649

Roxanne.brown@mwtribe-nsn.gov with the subject heading “Proposal for Strategic Planning”

PROPOSAL FORMAT

Proposals must include:

- The official name, address, phone number and email address of the applicant (organization or individual) as well as the name of the principal contact person and the name and title of the person authorized to execute the contract.
- Bios/resumes of key personnel fulfilling the contract, if awarded, including key qualifications and previous similar work experience.
- Three references, from tribes or tribal organizations, who can speak to their experience with the consultant in similar projects.
- A description of the applicant’s approach to strategic planning consultation, including methodology, perspective or philosophy that guides your work.
- A comprehensive work plan that includes:
 - A clear description of the applicant’s plan to complete all project components,
 - A timeline that also indicates “check-in” points for project status updates,
 - The type of deliverables that will be provided throughout the project and when they’ll be provided.
 - A detailed budget that breaks out expenses including the consultant’s time, materials and supplies, and any other expected expenses.
- Examples of similar projects.
- Example(s) of a finished strategic plan developed by the individual assigned to this project.
- Proposals must be signed by an authorized individual(s) of the applicant organization

and include the name, title, address, telephone number and email address of the individual(s) with authority to negotiate and contractually bind the individual/organization.

- All proposals received will be considered in final format.

SOME KEY QUALIFICATIONS THAT WILL BE CONSIDERED:

- Education (degree(s) and/or certificate(s))
- Experience in successfully developing strategic plans
- Knowledge of collective impact or collaborative strategic initiatives
- Strong facilitation skills and identify strengths of contributing stakeholders
- Experience in creating a neutral environment for obtaining input
- Experience in gathering and utilizing data to drive the strategic process
- Ability to constructively challenge key stakeholders
- Experience in inspiring others to thinking innovatively
- Project management experience

CONFIDENTIALITY

If the applicant deems any material submitted to be proprietary or confidential, that must be indicated in the relevant sections of the response.

INQUIRIES

The RFP is posted on the Mashpee Wampanoag Tribe's website at <https://www.mashpeewampanoagtribe-nsn.gov>

Inquiries concerning this RFP should be directed to Roxanne Mills Brown, Tribal Education Director, at Roxanne.brown@mwtribe-nsn.gov . Please put the words "Strategic Planning RFP Inquiry" in the subject line. All inquiries must be made by April 6, 2021 at 12:00 PM EST.

TIMEFRAME

Work on the action plan would occur around May 17 – July 16, 2021. The final plan ready for TRIBAL EDUCATION to present at a regularly scheduled Tribal Council meeting by or before August 30, 2021.

REVIEW OF PROPOSALS

Proposals will be reviewed using the following criteria:

- The proposed approach to the scope of work.
- Adequacy of details for project activities, milestones and deliverables associated with each stage of the scope of work.
- The qualifications and experience of the individual(s) identified to fulfill the project.
- The individual's/organization's experience with similar projects.
- References.
- Demonstrated ability to meet deadlines and operate within budget.
- Availability for the work to be conducted between March and June 2021.
- Level of details and reasonableness of proposed costs.
- Native preference applies.

CONTRACTUAL AGREEMENT

The Mashpee Wampanoag Tribe will issue a contract/letter of agreement with the selected applicant, in accordance with the Tribe's Procurement Policies and approval of the Tribal Council.

STATEMENT OF INTENT

TRIBAL EDUCATION reserves the right, in its sole discretion, to reject any and all responses received in response to this RFP. TRIBAL EDUCATION will not reimburse costs of preparing the consultant proposals. TRIBAL EDUCATION reserves the right to cancel the award of contract any time before the execution of the contract by both parties. Responding consultants bear sole risk and responsibility for costs incurred in the preparation and delivery of the proposal. TRIBAL EDUCATION reserves the right to ask for clarification in the proposal if the need arises.

COMPLIANCE

TRIBAL EDUCATION is offering this opportunity under the State Tribal Education Partnership grant, funded by the Department of Education/Office of Indian Education. Projects developed and operated with assistance under 24 CFR Part 1000.48, et al., are subject to Section 7(b) of the Indian Self-determination and Education Assistance Act (25 U.S.C. 450e (b)). Section 7(b) provides that to the greatest extent feasible, preference shall be given to Indian organizations and Indian-owned economic enterprises in the award of all contracts and subcontracts. Preference must be provided in accordance with the requirements set forth in 24 CFR 1000.52. Indian preference applies not only on-site or within the Mashpee Wampanoag Tribe's jurisdiction, but also to contracts with firms that operate outside these areas.