REQUEST FOR PROPOSALS: TRIBAL STRATEGIC PLANNING FACILITATION

RFP Issue Date: September 21, 2026
Proposal Due Date: October 23, 2026
Issuing Entity: Native Village of Afognak, Kodiak, Alaska

I. Introduction and Purpose

The Native Village of Afognak (NVA), a federally recognized Alaska Native Tribe located in the Kodiak Archipelago, is seeking proposals from qualified consultants or firms to facilitate the development of a Tribal Strategic Plan. This Request for Proposals (RFP) is issued to identify a consultant who can guide the Tribal Council through a structured planning process, gather input from Tribal members, and produce a strategic plan.

II. Background

NVA is governed under a Policy Governance (Carver) model. As with many Tribal governments, NVA continues to work through where that model fits well and where it creates tension with Alutiiq relational and consensus-based decision-making traditions. The selected consultant should be prepared to work within this context thoughtfully, rather than treating a Western strategic planning framework as a default standard to be applied without adaptation.

Council has expressed sustained interest in conducting a Tribal Member survey to inform planning priorities, but remains open to hearing strategies on survey content, methodology, or whether focus groups should be included. Council has determined that this work should be led by an outside professional with relevant experience, given the specialized skills involved in survey design, facilitation, and synthesis of community input.

The Tribe's current governance structure includes Council meetings and work sessions held on a monthly basis, an Ends Policy framework establishing five priority areas (Health & Welfare, Culture & Heritage, Self-Sufficiency, Food Security, and Sense of Community), and a range of commercial enterprises and community programs whose future direction should be informed by the strategic plan.

The Council is made up of seven elected members, three of whom live in Kodiak, and the rest live in the contiguous United States. Council Members participate in monthly meetings via teams, and those in Kodiak may join in person at the Tribal office. They will travel to the location of the facilitated conversation.

III. Scope of Services

Proposers should address their approach to the following components.

- Review Tribal Governance Document and most recent (2012-2019 & 2021-2026) strategic plans. Meet with TA and Council Chair for NVA orientation.
- Detailed description and plan for additional membership engagement to solicit tribal priorities including but not limited to a Tribal Member survey.
- Analysis and synthesis of membership outreach results into a clear summary of findings, compared against NVA’s membership base.
- Create Member feedback results media to share with Tribal Members.

- Facilitate an in-person planning session(s) with Tribal Council to work through strategic priorities in depth.
- Drafting and delivery of a final Tribal Strategic Plan document, including goals, priorities, and an implementation framework tied to the Tribe's Ends Policy structure.
- Presentation of the final plan to Tribal Council for adoption.
- Development of an action plan with Tribal staff.
- Development of an internal facilitation approach for how Council can sustain strategic-plan follow-through after the engagement ends (e.g., how progress is tracked and reported at future meetings).

IV. Deliverables

Deliverable	Description
Survey Instrument	Final Tribal Member survey, reviewed and approved by Council prior to distribution.
Survey Results Summary for Council and Tribal Members	Written summary of survey findings, including response rate, key themes, and comparative data to tribal membership.
Facilitated Planning Session(s)	Session agendas, facilitation, and notes/decision logs for each planning session held with Council.
Draft Strategic Plan	Draft plan document circulated to Council for review and comment prior to finalization.
Final Strategic Plan	Final adopted plan, including goals, priorities, and implementation/monitoring framework.
Implementation Plan	Draft implementation plan in coordination with Tribal staff.
Strategic Plan Internal Monitoring	Draft an internal approach for Council to evaluate strategic-plan follow-through.

V. Proposed Timeline

The Tribe anticipates the following general timeline. Proposers should provide their own recommended timeline based on scope tier and methodology.

Phase	Estimated Duration
RFP issued to proposal due date	November 4-30, 2026
Consultant selection and Contract Negotiation	December 1-16, 2026
NVA Orientation	December 2026

Survey design and Council approval	Council Meetings scheduled for 1/19/26 and 2/16/27 at 5:15.
Survey administration and analysis	February & March, 2027
In-person Council planning session(s)	March or April, 2027
Draft plan review	May, 2027
Final plan adoption	June, 2027
Action plan & internal monitoring development	May & June, 2027

VI. Estimated Budget

The Tribal Council will evaluate the budget based on the total cost and deliverables that will be produced. Proposers should provide a detailed budget for proposal with cost listed for each item in the scope of work above, as well as any travel costs associated with in-person facilitation. Facilitation may take place in Anchorage, Kodiak or Port Lions, Alaska.

VII. Qualifications Sought

The Tribe is seeking a consultant or firm with demonstrated experience in the following areas:

- Strategic planning facilitation for Tribal governments, Alaska Native or American Indian organizations, or comparable Indigenous governance contexts.
- Experience designing and administering community/member surveys, including for populations with limited or dispersed connectivity.
- A facilitation style that communicates directly and effectively with Tribal Councils, while doing so respectfully and without imposing outside norms as the standard for how the Tribe should govern itself.
- Familiarity with the tension between Western governance and Indigenous relational, consensus-based decision-making, and a demonstrated ability to hold that tension rather than default to one framework.
- Ability to work within the Tribe's existing meeting cadence and capacity constraints.
- References from prior Tribal or Indigenous governance clients.

VIII. Proposal Submission Requirements

Proposals should include:

- A cover letter summarizing the firm's or consultant's relevant experience.
- A detailed scope of work and methodology.
- A proposed timeline.

- A draft agenda for the in-person facilitated strategic planning event
- A detailed budget including hourly/daily rates and travel costs associated with in-person facilitation in Kodiak, Port Lions, or Anchorage, Alaska.
- Resumes or bios of key personnel who would be assigned to this engagement.
- At least three references from prior Tribal, Alaska Native, or Indigenous governance clients.
- A brief writing or facilitation sample (e.g., a redacted strategic plan excerpt or session summary) from a comparable engagement, if available.

IX. Evaluation Criteria

Criterion	Weight
Relevant experience with Tribal/Indigenous governance and strategic planning	30%
Proposed scope of work, methodology and facilitation approach (agenda)	25%
Cost and value	20%
References and past performance	15%
Proposed timeline and fit with Tribe's meeting cadence	10%

X. Submission Instructions and Contact

Proposals should be submitted electronically to: Candace Branson, Tribal Administrator - nvaadmin@afognak.org

Questions regarding this RFP should be directed to the same contact. The Tribe reserves the right to reject any or all proposals, to negotiate with any proposer, and to award this engagement in a manner determined to be in the best interest of the Tribe.