

**THE SNOQUALMIE INDIAN TRIBE
ADMINISTRATIVE SERVICES OFFICE**

**8130 SE Railroad Avenue
Post Office Box 969
Snoqualmie, Washington 98065**

The Snoqualmie Indian Tribe is seeking proposals from qualified providers to provide enterprise development planning services. The Tribe's contact point is Jaime Martin, Administrative Services Officer at 425-888-6551, extension 103, jbarker@snoqualmiation.com.

All correspondence, communications and/or contact with the Tribe in regard to any aspect of this proposal shall be with Jaime Martin or her designated representative. Proposals are due to the Office of the Snoqualmie Tribal Administrative Services Officer at the above address by 4:00 PM on Thursday, December 22, 2011.

The Snoqualmie Tribe reserves the right to reject any or all proposals and to waive any formality.

Introduction:

The Snoqualmie Indian Tribe (Tribe) desires to contract with an independent firm or individual for assistance in creating a plan for the establishment of an Economic Development Department. It is intended that the plan will set forth the steps in establishing such a department and how to go forward to identify and analyze enterprise opportunities that present themselves to the Snoqualmie Indian Tribe. The plan should address such issues as structure and opportunities that are unique to Indian Country, the elements of business planning and adequate time allocations for maximum potential success.

Background:

The Tribe regained status as a Federally Recognized Indian Tribe in 1999, after more than forty years of "termination" or de-recognition by the United States. After a comparatively brief period of adopting a Tribal Constitution and forming a government, the Tribe moved rapidly forward with the development of a modern gaming facility. The Snoqualmie Casino, located in the small Washington community of the same name, opened in November, 2008, at the deepest part of the first economic recession of the 21st Century.

Initial operating profits of the Casino were disappointing but calculated development of the client base and careful control of expense have allowed for greater distributions of net gaming revenue to support Tribal Government operations. The Tribe has also established the Snoqualmie Tobacco Company and Liquor Store as well as opening a fireworks stand that operated in late June and early July of 2011.

Tribal government struggled during the first couple of years but recent months have allowed government leaders to anticipate the need for updated financial management practices. The Strategic Planning and Budgeting process for the fiscal year that will begin on October 1, 2011 has further allowed Tribal leaders to think in terms of broader, longer-range goals. The character of those deliberations centered on a fiscal policy of: Keeping the cost of government

Snoqualmie Indian Tribe
Economic Development Planner RFP

low; providing expanded services to Tribal members; and establishing a structured economic diversification effort in order to provide for a stable financial platform to operate from.

Commensurate with investing in the future, The Snoqualmie Tribal Council adopted a budget that identified and addressed eight priority goals. High on the list of those goals is the topic of economic diversification. Accordingly, a budget was established to provide for the creation of an economic development plan, address the most advantageous enterprise legal structure, employ staff to carry out the program and to provide for potential investment in obvious opportunities.

Objective:

The Tribe desires to establish an enterprise development program that systematically creates opportunities for profit to the Tribe, provides employment opportunities for Tribal members, fills service gaps in the Tribe's aboriginal territory and displays the Tribe as a progressive, responsible member of the communities where Tribal members reside

Scope of Services:

- Develop a Tribal Council approved Mission and Goal Statement for the Economic Development Department.
- Establish a consensual organization plan and timetable for establishment of the Economic Development Department
- Identify unique enterprises and opportunities in Indian County, particularly within the Tribe's current assets and within the Tribe's aboriginal territory.
- Recommend a recipe for business planning necessary to begin a new Tribal Enterprise
- Provide recommendations for management oversight of enterprise operations.