
Request for Qualifications (RFQ)
for a
Financial Management Consultant
for the
The Snoqualmie Indian Tribe



RFQ Coordinator:
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Snoqualmie Indian Tribe

Introduction:

The Snoqualmie Tribe—sduk^walbix^w in our Native language—consists of a group of Coast Salish Native American peoples from the Puget Sound region of Washington State.

We have been in the Puget Sound region and the Snoqualmie Valley since time immemorial. sq^wed (Snoqualmie Falls) is the birthplace of the sduk^walbix^w. We had more than 90 long houses along the Snoqualmie River and its tributaries. These rivers and streams were the highways used to travel from village to village and connected all the ?acit^walbix^w (Natives). The fish, game, trees and roots provided us with everything we need to live. All of this was given to us by duk^wibel (Transformer) in the ancient times when all of the animals could talk and before things were what they are now.

We are the sduk^walbix^w, People of Moon. We are the decedents of sluk^walb tə duk^wibel. We have lived, hunted and fished this area for as long as the earth and rivers remember. We are still here today; caring for the land, water, fish and game that duk^wibel gave us.

sq^wed is our birthplace. The mists carry our thoughts and prayers to the spirits and ancestors as they cleanse our thoughts. The rushing waters give us the strength to keep our traditions alive and to continue to thrive in the modern times.

Long before the early explorers came to the Pacific Northwest, our people hunted deer and elk, fished for salmon, and gathered berries and wild plants for food and medicine. Today, many of our members live in the communities of Snoqualmie, North Bend, Fall City, Carnation, Issaquah, Mercer Island and Monroe.

Our Tribe was a signatory of the Point Elliott Treaty with the Washington territory in 1855. At that time, our people were one of the largest tribes in the Puget Sound region totaling around 4,000. We lost federal recognition in 1953, but after much battle, we regained federal recognition in October of 1999 by the Bureau of Indian Affairs. Today, the Snoqualmie Tribe is made up of approximately 650 members. The Snoqualmie Tribe is governed by an elected Council and our Tribal Constitution.

The Snoqualmie Indian Tribal administration has a multi-million dollar annual budget and is comprised of numerous departments. **(Note: Specific information may be requested and approval may be considered by the Snoqualmie Tribal Council. If permission is granted for specific, confidential information a non-disclosure agreement (NDA) must be properly executed.)**

The Tribe owns the Snoqualmie Casino, which opened in November 2008, and since its inception has experienced considerable success. The Tribe also owns the Snoqualmie Tobacco Company & Liquor Store, which opened in 2011. Both businesses are an important source of revenue and employment for the Tribe.

In early 2014 the Tribe undertook a successful refinancing effort of the existing debt that stemmed from the opening of the Snoqualmie Casino. As a result of this refinancing and the new debt structure that permits greater downstream transfers to the Tribe, combined with a very favorable interest rate and other terms, the Tribe is on a much firmer financial footing. As the Tribal Council builds a solid foundation for the Snoqualmie Indian Tribe and continues to strive to provide better and more effective services to the Tribal membership, comprehensive financial planning is needed. The financial planning will need to take into account short-term and long-term goals, and needs to incorporate the development of a long-term, strategic development plan that creates a defined process and framework for managing financial decisions.

Request for Qualifications (“RFQ”) for a Financial Management Consultant

The Snoqualmie Tribal Council is soliciting a request for qualifications (RFQ) for a financial management consultant to help develop and guide the details of a sound, comprehensive financial plan to accomplish short-term and long-term goals. The following areas will be included, with the possibility of more areas of focus to be added:

- On-going Tribal and casino debt management
- Tribal investment management
- Creation and management of various investment pools
- Advise on allocation of capital
- Assist with diversification decisions
- Assist with relevant portions of Tribal budgeting
- Advise on the creation of near-term and long-term tribal member benefits, as well as long-term financial sustainability

The financial management consultant will help accurately capture the Tribal Council’s vision and goals, and then help to synthesize these priorities into a concrete strategy that lays out how the Tribe carries out these goals and approaches future financial decisions. Tribal Council envisions this to be a multi-stage process whereby the financial consultant: 1. Assists the Tribal Council with defining its goals and priorities; 2. Formulates these goals into a strategic diversification/investment strategy, and 3. Develops a framework for evaluating particular opportunities and new proposed goals.

Important steps in this process are expected to include, but are not limited to:

1. Work with Tribal Council and pertinent staff to understand the specific, long-term goals of the Tribe;
2. Understanding the financial history and particular drivers of revenue, expense and investment decisions of the Tribe;
3. Collection and analysis of financially-related due diligence (financials, policy statements, governing documents, etc.);

4. Brainstorming sessions with Tribal Council, pertinent staff and General Council (if directed to do so by Tribal Council);
5. Reviewing, analyzing and critiquing existing financial management related policies (i.e. investment, debt, asset allocation); and
6. Assist with codifying the specific goals and priorities that the Tribe desires to achieve and, if appropriate, adopting these into the governance structure, etc.

Ideally, the financial consultant will also carry-out an analysis of the Tribe’s existing financial structure, tracking the generation and use of revenues from the enterprise level (and other sources of revenue) all the way through to the Tribe’s General Fund and out to other levels of government. This will include detailed modeling of potential future opportunities and risks to the Tribe’s existing level of income due to expansion of the existing facility, additional gaming competition, potential growth of government programs/services, potential downturns/upswings of the local and national economy, and funding level changes at the Federal government level which could affect Tribal programs. The goal of this analysis will be to use the quantitative results and findings to establish concrete plans and policies for building reserves, managing resources, fostering economic diversification, and instilling government spending discipline in order to protect against major disruptions to the Tribe’s ability to carry out its duties to Tribal members.

The selected firm will serve as a consultant to the Tribe, and not an employ of the Tribe and shall act on behalf of the Tribe, as specifically directed by the Snoqualmie Tribal Council. The selection process will be based on the firm’s qualifications in the areas detailed above, as well as verifiable references for past similar, successful engagements.

Firms should prepare simple and straightforward proposals that provide a concise description of the firm’s ability to meet the requirements of the RFQ. Any additional information that the firm would like to submit should be included in a separate section titled “Supplemental Information.”

RFQ responses must be done in Times New Roman, 12 point font.

The RFQ response should include the items mentioned above, as well as:

1. Firm Background
 - (a) Name of firm
 - (b) State of organization and location of principal offices and branch offices
 - (c) Length of business experience
 - (d) Number of employees
 - (e) Ownership of firm

2. Describe firm's experience in financial management consultant services provided to tribal clients. In addition, please provide three relevant examples of your firm's ability to provide financial expertise to a Tribe in a successful, comprehensive manner.
3. Provide references for five past or current engagements for which the firm provided financial management representation and/or refinancing/financing services to a Tribe.
4. Discuss why the firm is best qualified to provide professional services for this proposed RFQ with the Snoqualmie Indian Tribe.
5. Please provide a schedule or overview of your firm's fees for services as a financial management consultant and your policies with respect to travel expenses and other expenses that will be the responsibility of the Tribe.
6. Desirable Criteria – In addition to the criteria mentioned above, the following will be considered desirable criteria:
 - (a) Experience relevant to the mandate detailed in this RFQ.
 - (b) Experience in providing financial consulting and advisory services to Native American Tribes, Canadian First Nation's or other Indigenous Peoples.
 - (c) Experience in tribal gaming analysis, modeling and financing.
 - (d) Tribal Gaming transaction knowledge and experience in an advisory capacity.
 - (e) Market intelligence.
 - (f) Knowledge and ability in quantitative analysis and financial modeling.
 - (g) Credit and financial evaluation expertise.
 - (h) Qualifications and experience of assigned personnel.
 - (i) Knowledge of the business including intricacies of tribal finance, security, legal and other considerations.
 - (j) Innovative ideas and solutions.

All costs directly and indirectly related to the preparation of a response to the RFQ are the sole responsibility of each firm.

Other Information

1. Signed Proposals - All proposals must be signed by a person authorized to sign on behalf of the Respondent and to bind the Respondent to statements made in response to this RFQ.
2. Irrevocability of Proposals - By submission of a clear and detailed written notice, the Respondent may amend or withdraw its proposal prior to the closing date and time. A Respondent who has withdrawn a proposal may submit a new proposal prior to the closing, provided that such proposal is done in accordance with the terms and conditions of this RFQ.

3. Changes to Proposal Wording - The Respondent will not change the wording of its proposal after closing, and no words or comments will be added to the proposal unless requested by the Tribe for purposes of clarification.
4. Acceptance of Terms - Unless specifically excluded in writing, all the terms and conditions of this RFQ are accepted by the Respondent and incorporated in its proposal.
5. Respondent's Expenses - Respondents are solely responsible for their own expenses in preparing, and submitting, a proposal and for subsequent negotiations with the Tribe, if any. The Tribe will not be liable to any Respondent for any claims, whether for costs or damages incurred by the Respondent in preparing, and submitting, the proposal, loss of anticipated profit in connection with any final Contract, or any other matter whatsoever.
6. Currency and Taxes - Prices quoted are to be in U.S. dollars.
7. Sub-Contracting
 - (a) Using a sub-contractor (who should be clearly identified in the proposal) is acceptable. This includes a joint submission by two Respondents having no formal corporate links. However, in this case, one of these Respondents must be prepared to take overall responsibility for the successful performance of the Contract and this should be clearly defined in the proposal.
 - (b) Sub-contracting to any firm or individual whose current or past corporate or other interests may, in the Tribe's opinion, give rise to a conflict of interest in connection with the Project will not be permitted. This includes, but is not limited to, any organization or individual involved in the preparation of a response to this RFQ.
 - (c) Where applicable, the names of approved sub-contractors listed in the proposal will be included in the Contract. No additional subcontractors will be neither added, nor other changes made, to this list in the Contract without the written consent of the Tribe.
8. Acceptance of Proposals - This RFQ should not be construed as an agreement to procure goods or services by the Tribe. The Tribe is not bound to enter into a Contract with the Respondent who submits the lowest priced proposal or with any Respondent. Proposals will be assessed in light of the evaluation criteria. The Tribe will be under no obligation to receive further information, whether written or oral, from any Respondent.
9. Form of Contract - By submission of a proposal, the Respondent agrees that, should it be identified as the Preferred Financial Advisor, it is willing to enter into a Contract with the Tribe, subject to successful negotiations by both parties, in writing.
10. Liability for Errors - While the Tribe has used considerable efforts to ensure an accurate representation of information in this RFQ, the information contained herein is supplied solely as a guideline for Respondents. The information is not guaranteed or warranted to

be accurate by the Tribe, nor is it necessarily comprehensive or exhaustive. Nothing in this RFQ is intended to relieve Respondents from forming their own opinions and conclusions with respect to the matters addressed in this RFQ.

11. Modification of Terms - The Tribe reserves the right to modify the terms of this RFQ at any time in its sole discretion. This includes the right to cancel this RFQ at any time prior to entering into a Contract with the Preferred Financial Advisor.
12. Ownership of Proposals - All documents, including proposals submitted by Respondents in response to this RFQ become the property of the Tribe. They will be received and held in confidence to the extent allowable by law.
13. Use of Request for Proposal- This RFQ, or any portion thereof, may not be used for any purpose other than the submission of proposals.
14. Confidentiality of Information - Information pertaining to the Tribe obtained by the Respondent as a result of participation in this Project is confidential and must not be disclosed without written authorization from the Tribe.
15. Material Ownership - All materials submitted, including but not limited to proposals in response to this RFQ and any and all information, documentation, and presentations provided by the Respondent to the Tribe on a go-forward basis, shall become the sole property of Tribe.

Late responses will not be accepted.

At the conclusion of the RFP process, all Respondents will be notified of the outcome.

Review Process

The process for reviewing the proposals will be generally as follows:

1. The firm's proposal will be review by the Tribe's selection committee with the following criteria in mind:
 - (a) Review of the firm's qualifications, and those of its in-house personnel who will be directly responsible for managing the engagement, including specialized experience and technical competence with a respect to financial planning and financial management, with an emphasis on tribal projects.
 - (b) Demonstrated capacity and capability of the firm to perform work of comparable design, scope and complexity.
 - (c) References from clients for whom financial management services have been provided.

- (d) Demonstrated successful financial management services and an ability to convey your ideas and suggestions through this RFQ process.
 - (e) Firm’s commitment to make the proposed engagement a priority.
2. References will be contacted and results provided to the Tribe’s selection committee who assist in the selection process.
 3. After a review of the proposals submitted to the Tribe, the selection committee may invite the firm to give a brief oral presentation and be interviewed by the selection committee, or make a recommendation based on the RFQ responses. The Tribe intends to award the contract to the best qualified firm, taking into consideration of criteria and prerequisites described above, and assuming a successful negotiation of a contract for the engagement.

Submission of Proposals

Please submit an electronic version of the firm’s proposal no later than midnight on June 20, 2014 to:

Katie Epps
Chief Financial Officer
Snoqualmie Indian Tribe

Jake Repin
Treasurer
Snoqualmie Indian Tribe

E-Mail: Katie@snoqualmietribe.us

Katie Epps will serve as the primary contact for the review process for the firm’s proposal. Any questions regarding this RFQ should be addressed to Katie through e-mail at the above address.