Request for Proposals (RFP)

Enrollment Impact Analysis

Issued by: Squaxin Island Tribe
Contact: Aleta Poste, Enrollment Officer
Email: acposte@squaxin.us
Phone: 360-432-3923
Issue Date: 10/21/2026
Proposal Due Date: 12/1/2026

Project Overview

The Squaxin Island Tribe is seeking proposals from qualified individuals or firms to conduct a comprehensive Enrollment Impact Analysis. The Tribe's enrollment is expected to change in the coming years under several possible scenarios; including continued growth for descendants, a reduction in blood quantum requirements, or no change to current enrollment criteria, which could result in membership decline as children fail to meet existing blood quantum thresholds. Each scenario carries distinct implications for the Tribe's long-term membership base.

All data, models, and deliverables produced under this contract are the property of the Squaxin Island Tribe. The Contractor shall maintain secure, restricted access to Tribal enrollment and membership data, provide prompt notification of any data breach, and return or securely delete all sensitive data upon completion of the project.

The Tribe needs an independent, data-driven analysis of how sustained changes in enrollment; whether growth, decline, or stability; will affect capacity, services, and resources across all areas of Tribal government, including health, education, housing, social services, natural resources and treaty rights, per capita and financial distributions, land base, representational culture, traditions, and ceremonial activities, tribal enterprises and business operations, and governmental infrastructure. The selected Contractor will work closely with the Enrollment Office, Enrollment Committee, and Constitution Committee to build defensible projections and translate those projections into department-specific, actionable impact findings.

This analysis is intended to inform Tribal planning and does not itself decide enrollment eligibility criteria or amend Tribal law. Any changes to enrollment criteria or blood quantum requirements remain subject to separate Tribal Council and Constitutional membership processes.

Scope of Work

The Contractor shall work to:

1. Enrollment Projections

- Review historical enrollment trends, current membership data, and known pipeline factors, distinguishing currently enrolled members from potentially eligible descendants.
- Define and model distinct enrollment scenarios, at minimum: (a) no change to current enrollment criteria, which may result in membership decline as children fail to meet existing blood quantum thresholds; (b) enrollment of all direct descendants identifiable through the sources used to establish blood quantum; and (c) a reduction in blood quantum requirements, plus any additional scenario identified by the Enrollment or Constitution Committee.

- Develop age-cohort projections and sensitivity testing for each scenario, modeled over a 5-, 10-, and 20-year horizon and extended across several additional generations.
- Document assumptions, data sources, and confidence levels in a form suitable for Council and community review.

2. Department- and Sector-Level Impact Analysis

For each area below, assess current capacity and projected impact under each enrollment scenario; including both the strain of growth and the loss of capacity, funding, or services under a decline scenario; along with the lead time needed to respond:

- Health & Behavioral Health: clinic capacity, IHS-funded services, contract health resources
- Education: scholarships, early learning and youth programs
- Housing: waitlists, housing stock, land available for development
- Social & Elder Services: caseloads, eligibility-based programs
- Natural Resources & Treaty Rights: fishing, shellfish, hunting, and gathering allocations; co-management agreements; usual and accustomed area capacity
- Per Capita & Financial Distributions: effect of a changing membership base on distribution amounts and trust/enterprise revenue planning
- Tribal Government Administration: staffing, enrollment office capacity, governance and voting structures
- Cultural Resources: effect of a changing membership base on representation, documentation, and preservation
- Culture & Heritage: effect of a changing membership base on representational tradition, ceremony, identity, heritage, cultural arts, revitalization, and preservation activities
- Language Programs: capacity to serve a changing membership base
- Youth and Elder Engagement: capacity and programming impacts
- Infrastructure: water, utilities, and transportation capacity
- Tribal Enterprises (Island Enterprises, Inc.): effect of a changing membership base on member-benefit programs (e.g., the per-gallon fuel discount at Kamilche Trading Post), clam dig transportation and logistics capacity (barge and small-boat operations), on- and off-reservation security staffing, member workforce and Indian-preference hiring capacity across the enterprise portfolio, and the sustainability of profit-sharing distributions to Tribal administration

3. Treaty Rights Impact Assessment

- Analyze how changes in enrollment numbers interact with existing treaty-based allocation formulas and co-management agreements.
- Identify risk areas where membership change could affect the Tribe's negotiating position or resource shares, and flag where legal or intergovernmental coordination will be needed.

4. Financial Modeling

- Estimate cost-per-member impact across departments under each enrollment scenario, separating fixed and variable costs, capital needs, revenue assumptions, and funding restrictions.
- Provide budget projection ranges to support long-range financial planning and identify risks to per capita sustainability.
- Incorporate Island Enterprises, Inc. (IEI) profit-sharing contributions to Tribal administration into financial projections, given that enterprise revenue funds a substantial share of member services, and model how a

changing membership base affects per-member enterprise benefit costs (e.g., fuel discounts) against enterprise revenue capacity.

5. Findings, Recommendations & Reporting

- Compile a consolidated Enrollment Impact Report with department-by-department findings.
- Provide prioritized, phased recommendations and identify decisions that require Council action.
- Deliver a presentation to Tribal Council and, if requested, a plain-language summary suitable for community distribution.

Preferred Qualifications

- Demonstrated experience conducting impact, capacity, or demographic projection analyses for Tribal governments or comparable public-sector entities
- Working knowledge of Indian Health Service, BIA, and other federal funding/service formulas tied to enrollment or population counts
- Demonstrated ability to work across multiple departments and synthesize findings for both technical and lay audiences
- References from other Tribal Nations for comparable work
- Demonstrated experience with Tribal data sovereignty, protection of sensitive membership information, and Tribal government consultation protocols

Proposal Requirements

Please submit the following:

- Cover letter summarizing relevant background and proposed approach
- Detailed scope of work, methodology, and proposed timeline
- Resume(s) or firm profile with relevant experience and at least two Tribal references
- Fee proposal, including any travel, data, or additional costs
- Availability to begin work and estimated project duration

Submission Details

Proposals should be submitted by December 1, 2026 via email to:

Aleta Poste
Enrollment Officer
Squaxin Island Tribe
acposte@squaxin.us