



REQUEST FOR PROPOSAL

Golf Course Feasibility

ABSTRACT

The Yakama Nation seeks a consultant to complete a Golf Course Feasibility study.

Owner

Confederated Tribes and Bands of the Yakama Nation

Request for Proposals

1 INVITATION TO SUBMIT PROPOSALS:

The Confederated Tribes and Bands of the Yakama Nation is seeking proposals from a suitably qualified consultant to submit a proposal to provide a professional Golf Course Feasibility study.

Submission of Proposals:

- Digital copies must be received by 4:00 pm Pacific Standard Time (PST) on Friday, May 12, 2017 at kc@yakama.com. Proposals received after that time will not be accepted.

2 BACKGROUND & DESCRIPTION

The Confederated Tribes and Bands of the Yakama Nation is a sovereign Tribal Nation whose reservation covers approximately 1.2 million acres. Approximately 12 million acres of territory in Central Washington State was ceded by the original 14 Tribes and Bands of the Yakama Nation established by the Treaty of 1855 with the United States of America.

The Yakama Nation owns and operates several enterprises including a Casino with a newly opened hotel. The Mount Adams Country Club Board of Directors has expressed an interest in the possible sale of the Mount Adams Country Club and Golf Course, which is currently a privately owned and open to the public course.

3 PROJECT COORDINATION AND ADMINISTRATION

The Yakama Nation Economic Development Department will respond to all questions in writing. Correspondence will be shared as an addendum on www.yakamanation-nsn.gov. Questions may be submitted by e-mail, fax, or postal mail. Questions must be received no later than 4:00 pm (PDT) on April 14, 2017. All questions must be submitted in writing and should be addressed to:

The Confederated Tribes and Bands of the Yakama Nation
Economic Development Director
P.O. Box 151
Toppenish, WA 98948
Fax: (509)865-5121 x6050
kc@yakama.com

4 SCOPE OF WORK

- Competitive Market Analysis
 - Assess local demographic and economic data to identify the characteristics of the local golf market to identify potential demand
 - Identify competing golf facilities in the local area to include their location, course type, food and beverage service, annual rounds played, fee levels, operating hours and support services
 - Conduct a physical inspection and evaluation of the Mount Adams Country Club and Golf Course to include present use levels, community golfing needs, food and beverage, and the potential for expanded or alternative golf/non-golf uses
- Operational Analysis
 - Evaluate existing practices and examine key business elements of the Mount Country Club and Golf Course
 - Examine the validity of existing financial statements and projections in accordance with generally accepted accounting principles.
 - How are the operational areas structured
 - Does the structure lend itself to maximizing revenues and controlling expenditures
 - Determine the effectiveness of existing programs; efficiency and economy of the operations
 - Determine if operations are in compliance with appropriate laws, regulations, and contracts
 - Inspection of the course and clubhouse resulting in a list of capital improvements necessary to allow the facility to effectively compete in the market, prioritized sequentially in terms of greatest need associated with costs. This should include, but not be limited to:
 - Maintenance and agronomic programs
 - Food and beverage service
 - Staffing levels (identify current levels and potential number of additional jobs with reorganization)
 - Budgeting
 - Course playability
 - Standards of quality
 - Environmental compliance procedures
 - Potential renovations and upgrades to:
 - Greens and tees
 - Fairways and roughs
 - Bunkers
 - Cart paths
 - Trees and shrubs
 - Driving range
 - Practice greens
 - Structures, including clubhouse

- Analyze current operations and evaluate against proposed operating options to include self-operation versus a facility management contract with a third party
- Identify any weaknesses or potential liabilities of the current operation. Identify any on-going or pending legal proceedings against the Mount Adams Country Club
- Financial Performance Analysis and Business Plan
 - Prepare a business plan for the Mount Adams Country Club and Golf Course's operation as a Yakama Nation enterprise and a strategy for implementation of the business plan. Analysis shall be conducted of all necessary revenue and expense categories to estimate potential performance of the Mount Adams Country Club and Golf Course facility based on current activities and proposed recommendations. This phase of the study process will involve integrating market findings and expected use levels into a five –year cash flow pro-forma for the golf facility. In consideration of market conditions and proposed quality of services attainable fee levels will be estimated and detailed revenue and expense estimates developed for each face of the golf operation.
 - Deliverables will include:
 - Estimated appraised value of the Mt. Adams Country Club and Golf Course Property as is
 - A five (5) year financial pro-forma statement that will result in a warranted investment estimate that can be used to aid in determining an appropriate level of investment in the golf facility in a variety of design layouts and/or altered uses
 - Review and analysis of all existing and potential revenue centers of the golf course and clubhouse
 - Recommendation as to the specific golf course concept/design (including modifications to course and/or driving range); related amenities (clubhouse, food and beverage services, pro-shop, etc.); and fee pricing that would offer the greatest chance for success in this golf market
 - Detailed description of recommended partnerships/coordination with the Yakama Nation's Legends Casino as well as other recommended non-golf business opportunities that could co-exist with existing or modified golf activities. Non-golf opportunities must be evaluated with respect to the nature, scope, and size of the potential market, compatibility with golf operations, and realistic potential for success

5 PROPOSAL REQUIREMENTS

Please submit general statements about your organizations qualifications and other information deemed necessary. These items will serve as the basis for evaluating proposals. Include at least the following:

- Firm name, business address, telephone, e-mail address, website address and fax numbers

- Contact person(s) with title(s)
- Professional history and affiliations
- Current staff size and professional registrations
- A brief discussion of general knowledge and qualifications and a description of any special knowledge or capabilities material to the services requested in the RFP
- Impact of current workload on ability to meet the requirements of this RFP
- Previous experience with sovereign Tribal Nations
- A fee proposal for the project which shall include all required work as outlined in the Scope of Work
- Describe the proposed approach and methodology to performing the work. Information should demonstrate the consultant's:
 - Knowledge of the subject area;
 - Knowledge of the technical and functional needs;
 - Proposed strategy to accomplish the work
- Identify project milestones and projected staff hours for each major task and the estimated date/time of completion of each task. (Include a Gantt chart that outlines major events and tasks)
- Please submit resumes for personnel proposed to complete the project. State their proposed project responsibilities
- If sub-consultant(s) are proposed, provide the name, address and telephone number of the sub-consultant, the type of work to be performed, and the percentage of the total work proposal
- Submit the name(s) of specific staff to be assigned to this project. Provide a work history resume for each of the key personnel
- Submit a minimum of three references to contact of recent demonstrated experience in providing consulting services similar in nature and size to the scope of work, and include any recent Tribal Government references. Provide a short description of the work performed, dates of services, names, addresses, telephone numbers, and locations. If sub-consultant(s) are proposed, a minimum of three references that meet the standards above are also required

6 SELECTION PROCESS

A panel designated by the Yakama Nation Tribal Council Overall Economic Development Committee will perform an evaluation and assign a score to each responsive proposal

Interviews may be conducted by the panel and/or Committee at its discretion. Upon conclusion of the interviews, the panel will evaluate the participating Consultants and assign an interview score to each

A contract for professional services shall be negotiated with the highest ranked Consultant proposal

7 LEGAL PROCEEDINGS

Identify any on-going legal proceeding or pending legal proceeding (arbitration, complaint, or court action) filed by an Owner or contractor against your firm for any project in the past five years.

8 TIMELINE

- March 28, 2017 - RFP Issued
- April 14, 2017 - (4:00pm)-Deadline for submitting questions
- April 21, 2017 (4:00pm)-Addendum and answers to questions posted on www.yakamanation-nsn.gov
- May 12, 2017 (4:00pm)-Responses Due
- June 30, 2017(tentative)-Firm selection
- July 31, 2017 (tentative) – Project start

9 TERM OF CONTRACT

The Yakama Nation and the evaluation team reserve the right to reject any and all proposals and to waive informality, technical defect, or clerical error in any proposal, as the interest of the Yakama Nation may require

10 PAYMENTS

The Yakama Nation's contract payment terms will be thirty (30) days from the receipt of approved invoices from the Consultant