**Foster Golf Links**

**BUSINESS PLAN**

**Request for Qualifications (RFQ)**

**RFQ Opening Date/Time:** February 13, 2023, 5:00 P.M. (PST)

**RFQ Closing Date/Time**: March 6, 2023, 5:00 P.M. (PST)

Qualifications received later than the submittal due date and time will not be accepted. The City will not be liable for delays in delivery. Respondents accept all risks of late delivery emailed proposals regardless of fault. Faxed or mailed submittals will not be accepted. Please reference “FGL Business Plan RFQ” on all communications.

All questions and RFQ’s must be submitted electronically to the Project Manager for this work, Tiffany Johnson, Parks & Recreation Manager, at [ParksRFPinfo@tukwilawa.gov](mailto:ParksRFPinfo@tukwilawa.gov)

The City of Tukwila reserves the right to reject any and all submittals and to waive irregularities and informalities in the submittal and evaluation process. This Request for Qualification does not obligate the City to pay any costs incurred by respondents in the preparation and submission of a proposal. Furthermore, the RFP does not obligate the City to accept or contract for any expressed or implied services.

The successful respondent must comply with the City of Tukwila equal opportunity requirements. The City is committed to a program of equal employment opportunity regardless of race, color, creed, sex, age, nationality, or disability. The contracted vendor for this project will be expected to comply with all Federal, State, County, and City codes and regulations applicable to such work and perform the work in accordance with the requirements and edifications of the contract documents.

**BUSINESS PLAN:**

The City of Tukwila, Washington, seeks to develop a new business plan for Foster Golf Links. The City is seeking requests for qualifications to complete the plan that include a set of recommendations for the future operation, marketing, and management of the golf course based on sound market and facility research.

The City is soliciting the following:

1. a letter of interest,
2. statements of qualifications (SOQ), which includes a description of experience in public and private golf course business and strategic planning (see submittal instructions below).

**Foster Golf Links**

Foster Golf Links (FGL) is an 18-hole PGA-rated public golf course owned and operated by the City of Tukwila that encompasses nearly 77 acres of green space and includes a pro shop, restaurant and banquet space, and maintenance facility. FGL provides a quality golfing experience and has consistently averaged over 55,000 annual rounds for the past five years. While the golf course is operated as an enterprise fund, revenues are insufficient to cover all maintenance, pro shop services, and capital costs. An annual General Fund contribution of $300,000 is presently relied upon for financial sustainability.

Budget details include:

|  |  |  |
| --- | --- | --- |
|  | **2023** | **2024** |
| Operating Revenue *(inclusive of concessionaire lease income)* | $ 2,294,500 | $2,294,500 |
| Operating Expense | $2,312,871 | $2,441,024 |
| Difference | ($18,371) | ($146,524) |

The golf division includes 10.5 full-time equivalent (FTE) skilled and trained staff members that work in the pro shop and golf maintenance to provide customer service, manage play, and maintain the course and equipment.

In 2004 the City of Tukwila built the Foster Golf Links Clubhouse. It includes a 1,200 square foot pro shop, restaurant, meeting and banquet rooms for up to 220 guests, outdoor patio and pavilion with seating for an additional 220 guests.  Under contract, a private concessionaire maintains rights to the lounge, snack bar, catering and beverage/snack cart concession. Other responsibilities and obligations between the parties are part of a multi-year agreement that is set to expire on July 1, 2023.

1. **Business Plan Scope of Work**

The vendor will be expected to provide review drafts of their work product and present options, analysis and recommendations to customer focus groups, Park Commission, City Council subcommittees, the City Council and others as circumstances and needs warrant.

The scope of desired work includes but may not be limited to the following:

1. Review background research and relevant historical records, interviews with people familiar with course operations and maintenance, interviews with customers and community leaders and national research on best practices in municipal golf course operations.
2. Evaluate and analyze the operational structure of the golf course, including current management practices and systems, food, beverage, and hospitality services including clubhouse concessionaire agreement, retail services, tournaments, lessons, staffing levels and credentials, policies, procedures, job descriptions and training.
3. Review and analyze the operating and maintenance practices of the golf course.
4. Review the golf facility for efficiency, maintenance upkeep and physical integrity.
5. Identify how the City can achieve its racial and social equity goals in the provision of golf programs and services while balancing the drive to increase revenue through higher fees.
6. Identify capital improvements that are required to maintain the golf course in a competitive market condition and estimate the associated costs and incremental revenues that will result. Identify and evaluate options to fund an ongoing and sustainable capital improvement program. Share industry best practice methods for Facility Impact Fees to contribute to capital improvement. Provide recommendations for a six-year capital improvement program.
7. Analyze the local golf market for such trends as golf activity, fee structures, services and how these trends impact the Tukwila market share and financial performance. Provide recommendations on golf course policies, programs, practices, and fee structure.
8. Prepare a ten-year financial projection for the golf course, including golf and concessionaire.
9. Evaluate and analyze the local area and provide a multi-year marketing plan to include print, radio, internet, and partnership opportunities.
10. Evaluate funding alternatives and structures to reduce and eliminate the general fund subsidy of the enterprise. Identify and recommend new revenue opportunities and expenditure controls.
11. **Submittal Instructions**

All RFQ submittal information should be sent to: [ParksRFPinfo@tukwilawa.gov](mailto:ParksRFPinfo@tukwilawa.gov)

Faxed or mailed submittals will not be accepted. Qualifications received later than the submittal due date and time will not be accepted. The City will not be liable for delays in delivery. Respondents accept all risks of late delivery of emailed proposals regardless of fault. Please reference “FGL Business Plan RFQ” on all communications.

The Letter of Interest and Statement of Qualifications (SOQ) **shall be submitted using a font size of 12 or greater while text within charts and/or graphs may be smaller than 12 point but must be a readable size font. Page margins must maintain ½ inch margins and not exceed the equivalent of a total of twelve (12) double-sided sheets, not including the Non-Collusion Certificate (Appendix A)**.

1. A history and a description of the range of services offered by the respondent.
2. Summaries or biographies of the respondent’s staff that will be assigned to the City of Tukwila Parks and Recreation Department. Include name, background, special skills, number of years with the firm and years of experience. Identify the respondent’s representative assigned to manage the City’s project.
3. A detailed description of the respondent’s approach and vision for the project. Respondents should indicate the critical factors they recommend exploring to maximize the City of Tukwila’s return on investment while assuring equitable community access.
4. Provide a projected timeline/schedule with the respondent’s methodology.
5. Project List and References: Provide a list of relevant projects (with an emphasis on golf courses and recreational facilities, both public and private) to which the respondent participated in providing professional strategic, business and operational services as a consultant or sub-consultant. The individual project details shall include:
6. Name of Project
7. Project Location
8. Brief Project Scope
9. Client Contact Information
10. Professional Service Rendered
11. Status (Consultant or Sub-consultant)
12. Project Budget
13. Project Schedule Duration (Start Date – Completion Date)
14. Respondent Conduct and Non-Collusion Certificate: Prospective vendors are prohibited from discussing the RFQ and the selection process with City staff, except as provided for in this RFQ. Failure to do so may be grounds for disqualification from the process. Additionally, respondents must include a completed notarized Non-Collusion Certificate (see Attachment A) with their submittal.

1. **Communications – Request for Information, Clarifications and Addenda**

Any questions regarding the submittal process and/or the technical aspects of the project should be directed via email to: [ParksRFPinfo@tukwilawa.gov](mailto:ParksRFPinfo@tukwilawa.gov) Only email communications are accepted. All questions will be responded to via e-mail from the project manager for this work, Tiffany Johnson, Parks and Recreation Manager.

Questions and responses will be shared publicly via a link on the City of Tukwila’s Parks and Recreation Project and Planning webpage: <https://www.tukwilawa.gov/departments/parks-and-recreation/projects-and-planning/>

1. **Preliminary Estimated Schedule**

This preliminary schedule is subject to revision at any time.

|  |  |
| --- | --- |
| **Milestone** | **Target Dates** |
| 1. RFQ Issued | February 13, 2023 |
| 1. Qualifications Due | March 6, 2023 |
| 1. Notification of top 3 ranked respondents | March 17, 2023 |
| 1. Presentations and Interviews via Zoom/Teams | March 24, 2023 |
| 1. Final Selection | March 27, 2023 |
| 1. Scope of Work, Budget & Contract Negotiations | March 27, 2023 - April, 2023 |
| 1. Contract Review & Approval by City Council | April 2023 |
| 1. Execute Contract & Notice to Proceed | April-May, 2023 |
| 1. Preliminary Draft Business Plan | August-September, 2023 |
| 1. Final Business Plan | October, 2023 |

1. **Method of Selection**

The City will evaluate the qualifications based on statement quality and qualifications, as further detailed below.

The City of Tukwila Parks and Recreation Department (TPR) may, solely at its own option, extend the RFQ deadline and/or seek additional Submittals with this or a similar RFQ in the event that TPR, solely at its own option, determines that the quantity and/or quality of Submittals received is insufficient to meet the TPR's needs and/or that award of a contract arising from this RFQ would not be in the public interest.

The City of Tukwila reserves the right to reject any and all submittals and to waive irregularities and informalities in the submittal and evaluation process. This Request for Qualification does not obligate the City to pay any costs incurred by respondents in the preparation and submission of a proposal. Furthermore, the RFQ does not obligate the City to accept or contract for any expressed or implied services. All materials submitted in response to this RFQ shall become the property of the city upon delivery and not returned.

The City shall convene a Selection Committee of which the responsibility shall be as follows:

1. Independently review and evaluate each Submittal:
   1. Each Committee member shall evaluate each firm by assigning a number of points for each criterion, as established in the solicitation, and then totaling the number of points for all criteria.
   2. Each Committee member shall then rank the firms and/or consultants on the basis of the total number of points received for all criteria, with the firm and/or consultants receiving the most points being ranked # 1.
   3. Criteria for Award:

|  |  |
| --- | --- |
| **Evaluation Criteria** | **Evaluation Points Maximum** |
| 1. Firm qualifications/capabilities and similar projects\* | 20 |
| 1. Staff qualifications | 15 |
| 1. Approach | 25 |
| 1. Proposed timeline | 25 |
| 1. References | 15 |
| **Total** | **100** |

\*In determining whether a respondent is qualified, the Committee shall consider such factors as the ability of professional personnel; whether a firm and/or consultant is a certified minority business enterprise; past performance; willingness to meet time and budget requirements; location; recent, current, and projected workloads of the firms; and the volume of work previously awarded to each firm and/or consultant by the agency, with the object of effecting an equitable distribution of contracts among qualified firms, provided such distribution does not violate the principle of selection of the most highly qualified vendor.

1. As a "Committee of the whole", develop a combined ranking order of all Submittals meeting minimum qualifications. The ranking of firms and/ or consultants shall be done in the following manner:
   1. The rankings received by each respondent from all Committee members shall be totaled and divided by the number of Committee members, to produce an average ranking.
   2. The respondent receiving the lowest average ranking (i.e. closest to # 1) shall be ranked the # 1 respondent, and the process repeated until all firms have been ranked according to their average ranking.
   3. In the event of a tie, the ranking of tied respondents shall be determined by a comparison of the total number of points received by each respondent from all Committee members. The respondent with the highest number of points will be awarded the higher-ranking position.
   4. The Committee may discuss the rankings and their reasons behind them, and each member may modify their ranking of respondents accordingly until the Committee is satisfied with the rankings.
2. The top three ranked qualified respondents will be selected to proceed to the presentation and interview process. The qualified respondents will be asked to be available for a 30-minute presentation on their recommended approach for the project and up to a 30-minute interview. Presentations and interviews shall be made virtually, using Zoom or MS Teams.
   1. After interviews, and based upon information learned during the interviews, each Committee member will rank the respondents in order of preference and a consolidated final Committee ranking established.
3. The Committee shall forward its recommendations in accordance with the ranking to the Tukwila Parks and Recreation Director which shall, at their sole option, authorize negotiations of a contract.

**Attachment “A” - NON-COLLUSION CERTIFICATE**

STATE OF)

COUNTY OF)

The undersigned, being duly sworn, deposes, and says that the person, firm, association, co‐partnership or corporation herein named, has not, either directly or indirectly, entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competition in the preparation and submission of a proposal to the City of Tukwila for consideration in the award of a contract on the project described as follows:

**RFQ – Foster Golf Links Business Plan**

(Name of Firm)

**CORPORATE SEAL:**

*By:*

*(Authorized Signature)*

*Printed Name:*

*Title:*

*Date:*

Subscribed and sworn (or affirmed) to before me this \_\_\_\_\_\_\_\_ day of \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ 2023.

**NOTARY SEAL:**

*Notary Public*

*Name as commissioned*

*Commission Expires*