



## MUNICIPALITY OF ANCHORAGE

### MEMORANDUM

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DATE: December 13, 1995

TO: Reviewers

FROM: Heritage Land Bank

SUBJECT: Draft RFP - Girdwood Golf Course/Nordic Ski Course  
and Related Recreation, Commercial and Residential Areas

Attached for your review and comment is the Draft Request For Proposals (RFP) related to the possible lease and purchase of municipal land for a public golf course/Nordic ski course and optional related recreational, commercial and residential areas. **Written comments on the draft RFP will be accepted by the Heritage Land Bank (HLB) until 11:00 a.m. on February 1, 1996** and should be addressed to:

Heritage Land Bank  
Municipality of Anchorage  
PO Box 196650  
Anchorage, AK 99519-6650

The HLB has scheduled an informal public work session (not a public hearing) in Girdwood on **January 18, 1996** to discuss the draft RFP. The work session will begin at 7:00 p.m. at the Girdwood Elementary School.

The HLB Advisory Commission will also hold public hearings on the draft RFP on **February 1, 1996** in Girdwood and Anchorage (times and locations to be announced). The final RFP is anticipated to be released by April 15, 1996. For more information, contact the HLB at (907) 343-4333.

**Attachment**

**PURCHASING WILL FORMULATE THIS COVER LETTER WHEN FINAL RFP IS ISSUED**

((((((((((((((((MUNICIPALITY OF ANCHORAGE LETTERHEAD))))))))))))))  
PURCHASING DEPARTMENT

**April 15, 1996**

**REQUEST FOR PROPOSALS**  
RFP # \_\_\_\_\_

**DEVELOPMENT OF A GOLF COURSE/NORDIC SKI COURSE AND OPTIONAL  
RELATED RECREATIONAL, COMMERCIAL AND RESIDENTIAL AREAS**

The Municipality of Anchorage is requesting proposals from qualified respondents interested in developing a four season commercial recreation area, including 18 hole public golf course, public Nordic ski course, and related residential, commercial and recreational components. The project is located on municipal land in Girdwood, Alaska, about a 40 minute drive south of Anchorage.

Enclosed is the pertinent information for use in preparing your proposal. This information will be used as a guide in the subsequent award of an opportunity to lease and purchase municipal land for this development.

Proposals must be received by: Municipality of Anchorage, Purchasing Department, 632 West 6th Avenue, Anchorage, AK (Mailing address: PO Box 196650, Anchorage, AK 99519-6650), **prior to 5:00 p.m., ADST, August 30, 1996.** Facsimile transmittals of proposals will not be accepted.

The time of receipt of proposals shall be determined by the Purchasing Department time/date stamp. Proposals received by the municipality after the time specified above will not be accepted.

Proposers shall submit eight (8) copies of their proposal.

A meeting to discuss the Request for Proposals will be held at the address listed above at 3:00 p.m., ADST, on May 22, 1996. It is requested that those interested in submitting proposals attend this meeting.

The Municipality of Anchorage reserves the right to reject any and all proposals and to waive any informalities in procedures.

Sincerely,

Theo M. Chenier  
Purchasing Officer

**REQUEST FOR PROPOSALS**  
**FOR**  
**DEVELOPMENT OF A GOLF COURSE/NORDIC SKI COURSE AND OPTIONAL**  
**RELATED**  
**RECREATIONAL, COMMERCIAL AND RESIDENTIAL AREAS**

**1.0 GENERAL INFORMATION**

**1.1 Purpose**

The Municipality of Anchorage, Heritage Land Bank, is requesting proposals from interested and qualified respondents to develop an 18 hole public golf course, public Nordic ski course, and optional related commercial, residential and recreation areas on municipal land in Girdwood, a mountain resort community within the municipality (Exhibit A). **The total area identified for lease/purchase by the proposer shall not exceed 270 acres proposed from within the 536 acre project study area (Exhibit B), and shall be consistent with the land use classifications included in the Girdwood Area Plan.**

The successful proposer shall be awarded the opportunity to negotiate a lease with the municipality to develop a public golf course, public Nordic ski course, and optional other recreation areas on municipal land. **The area proposed for the golf course and Nordic ski course lease shall not exceed 230 acres** and the municipality shall receive at least fair market value annual compensation as: a) a percentage of the fair market appraised value; or b) a percentage of gross receipts; or c) a user fee. The lease term is negotiable, but may not exceed 55 years. Adequate justification for the proposed lease term shall be included in the proposal.

In addition to the lease (above), the successful proposer shall have the option of purchasing additional residential and/or commercial land related to the golf course/Nordic ski course. The purchase of this property shall be contingent upon the municipality having executed the lease. **The area proposed for related commercial/residential development shall not exceed 40 acres,** and the municipality shall receive at least fair market appraised value for the land.

**It is mandatory that the public golf course and public Nordic ski course be developed. It is the proposer's option to also include in the proposal the development of other recreational opportunities and/or related residential and commercial development.** If the proposer opts not to propose these optional parts of the development, a statement indicating that intention must be clearly included in the proposal. Proposers planning not to develop those optional portions of the development (e.g., golf course related residential, commercial development, and other four-season recreation activities and opportunities), but who fail to include such a statement in their proposal, shall be considered non-responsive and shall have their proposal rejected.

The successful proposer will be responsible for procuring all necessary permits and for adhering to all applicable federal, state and municipal laws, ordinances and regulations. The specific terms

and conditions of the proposed lease and sale remain to be negotiated following the Request For Proposals (RFP) award. However, all development resulting from this RFP award shall occur in a manner which minimizes adverse impacts to the environment, maintains the scenic attributes of the site and integrates with the small mountain community of Girdwood. The lease/sale of municipal property required for this project must be reviewed and/or approved by applicable local authorities, including the Girdwood Board of Supervisors, the Girdwood Land Use Activities Task Force, the Heritage Land Bank Advisory Commission, and the Anchorage Assembly. The Anchorage Platting Board will also need to approve the final survey and plat of the proposed leasehold and sale areas. In addition, the approval of the Planning and Zoning Commission is necessary if any conditional uses, rezones or plan amendments should be proposed. **The anticipated schedule of events describing the public and government review process is attached (Exhibit C).**

## **1.2 Questions**

Any questions regarding this proposal are to be submitted to:

Municipal Purchasing Department  
632 W. Sixth Avenue, Suite 520  
PO Box 196650  
Anchorage, AK 99519-6650  
(907) 343-4590 Phone  
(907) 274-5718 Facsimile

This office is open from 8:00 a.m. to noon; 1:00 p.m. to 5:00 p.m. local time, Monday through Friday.

## **1.3 Preparation Costs**

All costs incurred during proposal preparation, or in any way associated with the proposer's preparation, response, submission, presentation, or oral interviews (if held) shall be the sole responsibility of the proposer and shall not be reimbursed by the municipality.

## **2.0 RULES GOVERNING COMPETITION**

### **2.1 Examination of Proposals**

Proposers should carefully examine the entire RFP and any appendices thereto, and all related materials and data referenced in the RFP. Proposers should become fully aware of the nature of the work and the conditions likely to be encountered in performing the work.

## 2.2 Deadline

**Eight (8) copies of the proposal must be received by the municipality no later than 5:00 p.m., ADST, August 30, 1996,** and must be submitted in accord with the provisions of this RFP. All copies of the proposal must be under sealed cover and plainly marked.

## 2.3 Disclaimer

The information contained in this RFP is complete and accurate to the best of the municipality's knowledge. However, prospective proposers are responsible for determining the significance of the information and for obtaining updates or correcting any inaccuracies. The municipality makes no warranties or representations of completeness and accuracy for the information contained herein. Prospective proposers are highly encouraged to view the site prior to submitting proposals, and to attend the pre-bid conference on May 22, 1996. Proposers should become fully aware of the nature of the work and the conditions likely to be encountered in performing the work.

## 2.3 Confidentiality

The content of all proposals will be kept confidential until the selection of the successful proposer is publicly announced. At that time, the selected proposal will be open for public review, except for any identified proprietary information. If a proposer wishes individual pages which contain actual business proprietary information held confidential, each page must be marked and an explanation furnished of its proprietary nature. In addition to marking individual pages, the cover page of the proposal must also be annotated with the words "This Proposal Contains Proprietary Information." Confidential and proprietary information is not meant to include any information which, at the time of disclosure, is generally known by the public and/or competitors.

## 2.4 Proposal Format

Proposals are to be prepared in such a way to provide a straight-forward, concise delineation of the proposer's capabilities to satisfy or exceed the requirements of this RFP. Emphasis should be concentrated on: 1) conformance to the RFP instructions; 2) responsiveness to the RFP requirements; and 3) completeness and clarity of content.

## 2.5 Signature Requirements

**All proposals must be signed.** A proposal may be signed by an agent(s) only if he/she is an officer or a corporate vendor authorized to sign contracts on its behalf, a member of a partnership vendor, or is properly authorized by a power of attorney or equivalent document. The name and title of the individual(s) signing the proposal must be clearly shown immediately below the signature.

## **2.6 Proposal Submission**

Eight (8) copies of the proposal must be received by the municipality prior to the date and time specified in the cover letter. All copies of the proposals must be under sealed cover and plainly marked. Proposals shall be delivered or mailed to:

Municipality of Anchorage  
Purchasing Department  
PO Box 196650 (Mailing Address)  
632 W. Sixth Avenue, Suite 520 (Physical Address)  
Anchorage, AK 99519-6650

## **2.7 News Releases**

News releases pertaining to the award resulting from the RFP shall not be made without the prior written approval of the municipal Purchasing Officer.

## **2.8 Disposition of Proposals**

All materials submitted in response to this RFP will become the property of the Municipality of Anchorage. One copy of the proposal shall be retained for the official files of the Purchasing Department and will become part of the public record after the successful proposer is selected.

## **2.9 Proposal Acceptance Period**

Award of this proposal is anticipated to be announced within 45 calendar days of the closing date for responses to this RFP. However, all proposals submitted in response to the RFP must remain valid and irrevocable for 120 days following the closing date for RFP responses.

## **2.10 Modification/Withdrawal of Proposals**

A respondent may withdraw a proposal at any time prior to the submission date by sending written notification of the withdrawal, signed by an agent authorized to represent the respondent. The respondent may thereafter submit a new or modified proposal prior to the final submission date. Modifications offered in any other manner, oral or written, will not be considered. A final proposal cannot be changed or withdrawn after the time designated for receipt, except for modifications requested by the municipality after the date of receipt and following oral presentations.

**2.11 Oral Change/Interpretation**

No oral change or interpretation of any provision contained in this RFP is valid whether issued at the pre-proposal conference or otherwise. Written addenda will be issued when changes, clarifications, or amendments to proposal documents are deemed necessary by the municipality.

**2.12 Late Submissions**

Proposals not received prior to the date and time specified in the cover letter to this RFP will be returned unopened after recommendation of award.

**2.13 Rejection of Proposals**

The municipality reserves the right to reject any or all proposals if determined to be in the best interest of the municipality.

**2.14 Disadvantaged/Women Owned Business Enterprise (D/WBE)**

No participation goals have been established for this project. However, the selected proposer shall exercise positive efforts to encourage the participation of D/WBE's in this project. A list of currently approved D/WBE contractors may be obtained by contacting:

Office of Equal Opportunity  
PO Box 196650  
(632 W. Sixth Avenue, Suite 620)  
Anchorage, AK 99519-6650  
(907) 343-4895

**2.15 Equal Employment Opportunity Reporting Requirements**

The successful proposer shall be required to execute and return such forms as may be necessary to the Equal Employment Opportunity Contract Compliance Officer in accordance with Municipal Regulation 7.50, prior to the award of a contract. Failure to complete and return the forms, or failure to meet the requirements of the regulation, shall be grounds for not awarding a contract to that proposer.

**2.16 Appeals**

All proposers filing a complete and timely proposal to the municipal Purchasing Department in accord with the provisions of this RFP may appeal the municipalities final decision of award to the successful proposer. The appeal period shall run for five (5) working days beginning on the start of business the first working day immediately following the day the municipality selects the

successful proposer. A proposer intending to appeal shall timely deliver a written notice of appeal to the Purchasing Department.

### **3.0 LOCATION AND SITE DESCRIPTION**

#### **3.1 General Location**

The Municipality of Anchorage is located in south-central Alaska at the head of Cook Inlet, a large fjord-like waterway extending inland 150 miles from the Pacific Ocean (Exhibit C). The head of the inlet splits into two smaller fjords, called Knik and Turnagain Arms. Located between the two smaller arms of water, the municipality occupies 1,955 square miles. Most of the municipal land area consists of mountainous terrain that makes up part of south-central Alaska's coastal mountain range. Nearly all of Anchorage's 250,000 residents live on a coastal plain between the mountain front and the waters of the two Arms.

The resort community of Girdwood is located in the southeast portion of the municipality, nestled in a small mountain valley along Turnagain Arm, 40 miles southeast of metropolitan Anchorage. Surrounding the small mountain valley are Chugach State Park and the Chugach National Forest.

Girdwood is approximately 42 road miles from Anchorage on the Seward Highway, the major highway connection between Anchorage and Alaska's Kenai Peninsula. The Seward Highway is also used by tour groups and other visitors to access the nearby Portage Glacier, Alaska's most visited tourist destination. Approximately 500,000 visitors per year make the trip south from Anchorage past Girdwood to visit the U.S. Forest Service Visitor Center at Portage.

The mountain valley containing the resort community of Girdwood is relatively small, extending only six miles from tidewater to mountain headwall. Several small streams fed by glacier ice and snow melt drain from the mountain sides into the valley. Most streams merge with Glacier Creek, the main waterway bisecting the valley. The Girdwood skyline includes views of seven nearby glaciers, providing spectacular vistas.

The Girdwood Valley has a maritime climate characterized by cool summers, mild winters and year-round precipitation. Development must take into consideration periods of extensive rainfall and heavy winter snowfall. Girdwood is located at 60°56' North Latitude and 149°10' West Longitude.

The summer months (May-September) receive about 13.92 inches of precipitation. Mean monthly temperatures for these months are May (45.5°F), June (54.3°F), July (56.2°F), August (54.2°F) and September (47.1°F). During June and July there are almost 20 hours/day of continuous daylight.

The valley is located at the northern edge of the Pacific coastal rainforest zone. As such, it is heavily forested with western hemlock, Sitka spruce, and black cottonwood. Open wetland meadows also abound, scattered throughout the valley. The open meadows provide broad vistas of the surrounding mountain peaks and ridgelines.

Natural hazards are present in certain areas which will merit consideration during development. These hazards include flooding, snow avalanches, and ground-shaking and ground failure induced by seismic events.

The Girdwood Valley and surrounding state park and national forest land provide a spectacular setting for a wide range of popular outdoor recreation activities. The area also provides important habitat for a wide range of the fish and wildlife typical of south-central Alaska.

### **3.2 Historical Sketch**

Girdwood was founded as a mining settlement almost one hundred years ago. The original settlement was located at tidewater and served as a supply and transport center for placer and lode gold mines in the area. Soon afterward, railroading became a major activity with the construction of the Alaska Railroad across the mouth of the valley near tidewater. Timber harvesting took place on a large scale for the production of railroad ties.

Several decades later, in the early 1950's, Girdwood was connected by road to Anchorage with the construction of the Seward Highway. Shortly thereafter, the federal Bureau of Land Management provided homesite lots along what has since come to be known as the Alyeska Highway, the valley's primary link to the Seward Highway and Anchorage.

Following the 1964 Good Friday earthquake, a new Girdwood townsite was created about one and one-half miles up the valley from the old townsite, which had become flooded at high tide because of seismically-induced regional subsidence.

Alyeska Resort came into being in the late 1950's, attracting nearby primary and secondary home development. The ski resort has primarily been local-serving. However, in recent years, the current resort owner (Seibu, Alaska Inc.) has made many major improvements, both to the mountain lift system as well as to the resort base area. These improvements include a new day lodge, a 60 passenger aerial tramway, a five star restaurant high on the slope of Mt. Alyeska, and a 307-room luxury hotel. Efforts are being made to attract additional national and international travelers and recreationists. Today, the resort covers 142 acres of skiable terrain and includes the tram and seven chair lifts, including a new high speed quad lift. Girdwood is also the summer home of Tommy Moe, the USA's 1994 Olympic gold and silver medal winner who often trains at the Alyeska Resort.

In the past few decades, the economy and lifestyle in Girdwood Valley have shifted from extraction of natural resources to tourism and recreation. This trend is projected to continue. Today, more emphasis is being placed on preserving the area's natural resources for their recreation, scenic, and wildlife values. New development is guided by the Girdwood Area Plan and must perpetuate Girdwood's small-town atmosphere, preserve the valley's natural environment, provide a variety of year-round recreational opportunities, and provide facilities and services to maintain and enhance the quality of community life.

### 3.3 Project Study Area

The project study area proposed for this development is located in the lower Girdwood Valley along Glacier, California, and Virgin Creeks. The area is located generally east and south of the Alyeska Highway on undeveloped municipal land and consists of approximately 536 acres. However, some of this land is located within stream setbacks, floodplain, wetlands and water courses and may not be developable.

The area is generally heavily forested with western hemlock, Sitka spruce, black cottonwood, paper birch, willow and alder. The area is also traversed by the braided channels and broad floodplains of Glacier, California and Virgin Creeks. These streams support resident populations of Dolly Varden trout and are used by several species of anadromous salmon. A wide variety of Alaskan wildlife use or inhabit the site, including moose, beaver, bear (black and brown), fox, rabbit and other small mammals. The area is also widely used by multiple species of birds, including eagles, ravens, magpies, owls, hawks, waterfowl, upland gamebirds, and many small perching and song birds.

The project study area includes large areas of floodplain and wetlands. In addition, small areas within the site have steep slopes. These areas generally pose development constraints, but portions may be developed if permits are obtained, which may require mitigation measures. Although currently undeveloped, several trails traverse the area and an unimproved roadway provides access to the northwest portion of the area from the Alyeska Highway.

**The municipal Heritage Land Bank has prepared a series of informational brochures which describe the project study area.** These brochures describe and map the physical features that may influence project design and development in the project study area (e.g. floodplain, wetlands, slope, stream setbacks, etc.). Also included is a comprehensive list of the governmental bodies and agencies that may play a role in the decision-making and permitting processes. Prospective proposers are encouraged to carefully review this information as well as to contact individual agencies for more information. Copies of the Heritage Land Bank informational brochures can be obtained by calling (907) 343-4333.

### 3.4 Land Status

The project study area is owned by the Municipality of Anchorage and managed by the municipal Heritage Land Bank. The municipality received title (patent) to the land in the site from the State of Alaska between 1968 and 1981. The northwest portion of the site includes a platted subdivision (Girdwood Townsite Subdivision). This 157 lot subdivision is known as "The Squirrel Cage" due to the circular pattern of many of the lots surrounding each cul de sac in the subdivision. The municipality owns all but three of these lots and will be negotiating to acquire the three privately owned lots (each about 0.21 acres in size).

The state patents which conveyed this land to the municipality require that public easements and trail corridors of 200 ft. in width be reserved along each side of the lower portions of Glacier and California Creeks. In addition, the patents reserve 25 ft. wide public easements along each side of Virgin Creek.

The Heritage Land Bank (HLB) has inventoried and identified the land in the project study area according to HLB Parcel numbers (HLB Parcels 6-036, 6-039, 6-058, 6-061 (portion), 6-062 (portion), and Parcels 6-076 thru 6-247 (portion). The HLB Parcels within the study area total approximately 536 acres, within which up to 270 acres may be proposed for possible lease (no more than 230 acres) and purchase (no more than 40 acres) through this RFP.

### **3.5 Land Use and Zoning**

The Girdwood Area Plan was adopted by the Anchorage Assembly in April, 1995. This plan is the applicable land use document for the project study area and provides overall policy to guide decisions regarding the future use of this land. The following goals are identified in the Girdwood Area Plan as potential standards in evaluating major development proposals.

1. Perpetuate Girdwood's small town atmosphere.
2. Preserve the valley's natural environment.
3. Provide a variety of year-round recreational opportunities.
4. Provide facilities and services to maintain and enhance the quality of community life.

Four different land use classifications are identified in the plan within the project study area. These four classifications and their definitions are provided below.

- Single-family Residential - This classification is for areas substantially developed for single-family residential purposes and are expected to remain so for the duration of the plan, and for vacant areas best suited for single-family residential use. The lots fronting the Alyeska Highway may also be developed for duplex or multi-family use at density of 2-8 dwelling units/acre. A density of 5-8 dwelling units/acre, or triplexes or greater structures, require conditional use approval.
- Commercial - This classification is for areas substantially developed for commercial purposes and are expected to remain so for the duration of the plan, and for vacant areas best suited to commercial development. Single-family, duplex, and multi-family residential units are allowed as secondary uses, and must be located above the first floor level, with maximum of two stories.
- Commercial Recreation - This classification is for areas substantially developed with recreation facilities for which there is a fee or charge for use and are expected to remain so for the duration of this plan, and for vacant areas best suited for commercial recreation development. Single-family, duplex and multi-family residential uses are only allowed as secondary uses with master plan approval through the conditional use approval process.
- Open Space - This classification is for areas with environmental characteristics or functions that should be protected, which are physically unsuitable or unsafe for development, and/or areas which have high recreational and/or scenic and wildlife habitat values. These lands should generally be left natural. Notwithstanding road and utility placements, the primary use

of open space land is recreation. Development should be prohibited except as related to a recreational use and/or if authorized in an approved master plan.

The plan classified a specific area of municipal land in the lower valley for commercial recreation. This area is included within the study area available for this project. The intended primary uses identified in the plan for this area are a golf course and RV camper park/campground. The entire area classified as commercial recreation in the project study area is approximately 270 acres. The plan specifically recommends that an 18 hole golf course development (with clubhouse and driving range) be pursued in this lower valley commercial recreation area. It also provides for other uses associated with the golf course development, including residential, limited related commercial and/or other recreational activities.

The plan also anticipates that a portion of the commercial recreation area located south of the commercial area between Glacier and California Creeks be developed for an RV Park/Campground. Additional areas in the project study area are classified in the Girdwood Area Plan as open space, commercial and residential. A fundamental objective of the Girdwood Area Plan is to create a mountain community design that regards the natural environment as its central rationale for form. The location and intensity of uses must take into consideration the constraints and assets that are presented simultaneously by the various physical features.

The project study area is currently subject to the R-11 use district regulations that govern the entire Girdwood community. The R-11 zone is essentially a single zoning district which covers the Turnagain Arm area from Portage to Rainbow, including Girdwood. Established in 1983, the R-11 district was intended to create flexible land use controls for an area where development patterns were not clearly defined and densities left uncertain, especially in the remote parts of the area.

Permitted uses in the R-11 zone are based upon broad land use categories established in the 1987 Turnagain Arm Comprehensive Plan and the recently adopted Girdwood Area Plan. Proposed development over a certain size, or those not in keeping with the plan would be considered through a publicly reviewed conditional use permit process. Very few development design parameters, or guidelines, are contained in those plans or the R-11 zone district regulations.

The municipality recently retained a consultant to develop new/revised land use regulations to replace the R-11 zoning regulations governing development in Girdwood. A major component of these regulations will be design guidelines and development standards. These new/revised land use regulations are expected to be adopted prior to the development of this project. Therefore, it will be the responsibility of the successful proposer to abide by these regulations. The Heritage Land Bank is participating in the development of these regulations to help ensure their integration and compatibility with this project.

In addition, there are also several other land use planning efforts currently underway which will affect this project, including the Girdwood Transportation Study, the Anchorage Trails Plan, the Iditarod Trail Route Study, and the Anchorage Wetlands Management Plan.



### 3.6 Valuation and Taxes

The property in the project study area has not been appraised. In addition, the Municipal Assessor has not assessed this municipal land. (Note: The assessed value of the land in the Project Study Area is expected to be available by February 1, 1996 - check with Heritage Land Bank). The general mill rate for calculating Girdwood property taxes was 11.54 mills in 1994. The municipality assesses property taxes based upon the value of both the real estate and the improvements. Property taxes will accrue whenever a lease is signed or the property is sold. There is no state personal income tax in Alaska and the Municipality of Anchorage does not levy a sales tax.

### 3.7 Available Services

1. Access - The project study area is currently accessible by an unimproved road which enters the northwest portion of the property from the Alyeska Highway. This unimproved road follows a platted street included in the Squirrel Cage Subdivision. Alternate access could be constructed from the Alyeska Highway to the west of the site, or from the adjacent residential area to the east where several residential streets deadend at the project study area. The Girdwood Area Plan also proposes a future two-lane access road running north-south along the east side of the project study area (New Girdwood Access Road).

The municipality has included \$630,000 in its approved 1996 Capital Improvements Program project list for possible extension of an access road and utilities approximately 1400 ft. into the site from the adjacent Alyeska Highway. However, these funds can only be allocated for this purpose if the municipality has entered into a lease with a successful proposer.

The Alaska Railroad line between Anchorage and Seward passes just south of the project study area. Although there is currently no scheduled railroad service to Girdwood, the Alaska Railroad Corporation has indicated a future interest in constructing a small passenger platform at Girdwood to accommodate large passenger groups on demand.

Girdwood has a small state owned and operated airfield with a 2,080 ft. runway. The airfield is located within a five minute drive of the project study area.

Most visitors to Alaska access Girdwood by flying into the Anchorage International Airport and driving the 42 road miles along scenic Turnagain Arm. The Anchorage airport is served by six domestic and six international airlines. Anchorage is approximately three hours flight time from Seattle, seven hours from Tokyo, eight and 3/4 hours from London and eight hours from New York.

2. Water - The east side of the Girdwood Valley is served with water by the Anchorage Water and Wastewater Utility (AWWU). The majority of the west side of the valley relies upon individual wells. Surface water is readily available in the project study area. Private and community wells in this area are typically shallow (less than 100 ft.).

3. Sewer - Sewer service by AWWU is already directly available to those portions of the project study area west of Glacier Creek, while there is a sewer line immediately adjacent to the east side. The size and capacity of the existing sewer collection system is adequate to handle the amount of sewage and wastewater resulting from the growth anticipated on the site as a result of this project. The AWWU wastewater treatment plant is located just south of the project study area.

4. Electric Power - The area can be easily served by connection to the Chugach Electric transmission lines running along the western and eastern boundaries of the project study area. Girdwood is served by a 24.9 kv line-to-line distribution system connected to the Anchorage-Kenai 115 kv main transmission line.

5. Natural Gas - The Enstar Natural Gas Company has recently been granted approval to extend service to Girdwood from an 8 inch pipeline along the Seward Highway. A new natural gas pipeline is being built which will extend along the Alyeska Highway and thereby be immediately accessible to the project study area. Enstar expects to begin providing natural gas service to parts of Girdwood during the summer/fall of 1996.

6. Telephone - Girdwood is provided telephone service by the Anchorage Telephone Utility (ATU). ATU phone service is immediately available along three sides of the project study area.

7. Public Safety - Police protection in Girdwood is provided by the Alaska State Troopers. Fire protection services are provided by the Girdwood Volunteer Fire Department for the Girdwood Valley. The Girdwood Fire Station is located just to the north of the project study area. Emergency medical services are provided areawide throughout the municipality.

8. Solid Waste Disposal - The Girdwood solid waste transfer station is located on Ruane Road, just south of the project study area. The municipality's Solid Waste Services maintains the transfer station, while Peninsula Sanitation is licensed to pick up and haul garbage.

9. Economic Feasibility - The National Golf Foundation (NGF) prepared a 1992 feasibility study entitled A Feasibility Study for 18-Hole Golf Course to be Located in Girdwood, Alaska (NGF Consulting, 1150 South U.S. Highway One, Jupiter, FL 33477). This study concluded the following:

- The review of the Anchorage area market indicates an opportunity for additional public golf. This opportunity is driven by demand from two distinct markets: permanent residents living in Anchorage and tourists/visitors to the Anchorage area.
- The completion of the Alyeska Prince Hotel will have a positive impact on the level of tourist activity in Girdwood and greatly enhances the potential for success of a public golf course.
- Tourism growth in the Anchorage area is viewed as having a positive impact on new golf course development.
- Anchorage golfers have a higher participation rate than the national average (although they also tend to play golf less frequently).

- The evidence is present to support the belief that demand for golf in Anchorage is increasing.
- Considering the type, quality and pricing expected at the proposed Girdwood course, NGF estimates a total potential of 30,000 rounds for the proposed golf course upon stabilization.
- The proposed Girdwood Golf Course could support \$3.5 to 4.0 million in debt as a stand-alone operation, depending on the interest rate. However, sufficient capitalized reserve should be set aside to cover anticipated cash shortfalls (after debt service and taxes) during the first four years of operation.

Prospective proposers are encouraged to thoroughly review this study and other related information to become familiar with the economic feasibility of this project (Note: Some of the information in the 1992 study may now be out of date).

#### **4.0 SCOPE OF WORK**

It is the responsibility of the proposer to propose only that development which is consistent with the Girdwood Area Plan and the new Girdwood land use regulations (which will include design guidelines and development standards). Any development which may deviate from the Girdwood Area Plan should be explicitly identified. The proposer shall identify those improvements to be constructed and paid for by the proposer which are to be dedicated to the municipality, as well as any proposer expectations that may require municipal funding or construction.

In the event of a conflict between any provision in the RFP and the Anchorage Municipal Code, the code shall prevail.

#### **4.1 Golf Course/Nordic Ski Course Lease**

The municipality requires that the successful proposer enter into negotiations designed to result in the award of a lease to design, construct and operate an 18 hole public golf course and public Nordic ski course within no more than 230 acres of municipal land. The lease will include those terms and conditions considered necessary by the municipality to protect the interests of the municipality, including the residents of Girdwood. The lease will emphasize protecting the natural environment and the scenic quality of the Lower Girdwood Valley.

The proposer is responsible for identifying the specific location and acreage of the project study area proposed for lease. The proposer shall specify the preferred lease term. The term of lease is negotiable, but may not exceed 55 years. Adequate justification for the preferred lease term shall be included in the proposal. The municipality will also require in the lease that the lessee post a performance bond to guarantee the construction of all improvements. The lease will also require evidence of insurance.

Within the area proposed for lease, the following improvements **must** be proposed:

- 18 hole public golf course.
- public Nordic ski course
- multi-use clubhouse (including public restrooms)
- golf driving range
- golf practice putting green
- parking area
- golf-related equipment/storage facilities
- snack bar
- golf cart paths
- pro shop; including sales of golf and/or Nordic ski equipment or apparel

In addition, other commercial recreational facilities **may** be proposed, including tennis, swimming, horse back riding, dog sled and horse sled rides, ice skating, river rafting, etc. It is anticipated that the golf course be available for public use during at least June-September, while the Nordic ski course be available for public use during at least December-March.

#### **4.2 Related Residential/Commercial Areas**

The municipality also provides an **option** for the successful proposer to enter into negotiations designed to result in the purchase of no more than 40 acres of municipal land for golf course related residential and commercial use, provided that no more than eight (8) acres of these proposed uses be located within the area classified as commercial within the Squirrel Cage Subdivision. **No land will be sold unless the municipality first executes a lease for the golf course/Nordic ski course with the successful proposer.**

The proposal shall identify the specific location and acreage of the project study area proposed for purchase.

Within the area proposed for purchase, the following golf course related residential/commercial uses **may** be proposed:

- single-family residential units (Residential and Recreation Commercial Areas)
- multi-family residential units (Residential and Recreation Commercial Areas)
- restaurant(s) (Commercial Area)
- cocktail lounge or pub(s) (Commercial Area)
- sporting goods store(s) (Commercial Area)
- gift shop(s) (Commercial Area)
- RV Park/Campground (Commercial Recreation Area)

The proposal should identify the specific type of commercial and/or residential uses proposed within each classification, including type and associated density (i.e. single-family detached residences, single-family townhouses, duplexes, apartments, and dwellings/acre).

### **4.3 Concept Development Plan**

Each proposal shall include a Concept Development Plan sufficient to identify and describe each of the proposed uses anticipated for the project area. The plan shall include generalized black and white or blue line drawings of all proposed improvements and significant site alterations at a sufficient scale. These drawings and descriptions must identify the generalized golf course routing, Nordic ski course routing, building locations, road, foot and bike trails, parking layouts, bridges, landscaped areas and utility corridors.

The proposer should provide a clear rationale for the Concept Development Plan, demonstrating that the proposer has an understanding of the site conditions and natural features of the site. The plan should be based upon logical responses to physical constraints and limitations, visual qualities, and the regional context of the site (e.g. relationship to adjacent areas and Girdwood in general). It is particularly important that the plan identify setbacks from streams and other sensitive areas and how the proposer intends to integrate the proposed development with the natural terrain.

The Concept Development Plan must show a functional interrelationship among the proposed facilities and include a sense of quality and order. The plan must quantify any impacts upon adjacent private land which may result from the proposal. The proposal must clearly demonstrate that it will enhance public recreation and tourism in the area. The plan must also show how the location of existing trails (and the proposed Iditarod Trail) will be integrated into overall project design.

The plan must show the general location and type of residential, commercial and other recreation development proposed. There should also be an indication of the general building and landscape design theme for these improvements.

It is understood that this plan is conceptual as of the date of proposal submission. A Master Development Plan, to be required as a term of the lease, will eventually require that all proposed improvements and site alterations be identified and described in greater detail. However, it is the responsibility of the proposer to demonstrate in the plan that the proposal makes physical, financial and market sense.

### **4.4 Sustainable Resource Management/Environmental Protection**

The general purpose of this development opportunity is to offer commercial recreational facilities to the public while promoting open space and maintaining the natural integrity of the site. Careful attention must be given to site design and layout, including efficiency of land use. Each proposal shall identify efforts to be undertaken to promote sustainable resource management and environmental protection measures. The proposer must demonstrate that the proposal has taken into account the impact of the proposal on the natural ecosystem of the area and will take appropriate steps to minimize and eliminate adverse impacts. The proposal should attempt to

avoid adverse impacts to the environment and therefore minimize the need for mitigation. A general understanding of how the natural habitats function and interrelate within the area is a prerequisite for preparation of the plan.

The municipality requires that the proposed development retain the maximum amount of natural vegetation. Using native or naturalized plants reduces the need for special watering and ground preparation, and retains the topsoil. For these reasons, all proposed development must be designed to minimize adverse impacts to existing vegetation. In particular, native and naturalized plants should be used for all landscaping, except for special purpose areas such as the golf course fairways, greens, and clubhouse. The layout of all improvements must be designed to minimize tree loss. The proposer shall also minimize or eliminate the use of chemical pesticides, herbicides, and fertilizers and associated run-off. Adequate setbacks and buffers shall be retained between all improved areas and existing streams. Efficient irrigation methods and practices shall be employed. The proposer shall also reserve corridors that connect natural areas and allow for wildlife movement within the project area as well as to and from adjacent land.

Proposers are encouraged to commit to develop the golf course in accord with the Cooperative Sanctuary Program for Audubon Golf Courses. For more information on this process, contact Audubon International, Center for Sustainable Management, 46 Rarick Road, Selkirk, New York 12158 (502-546-9419).

#### **4.5 Community Integration**

In accord with the Girdwood Area Plan, the proposer must articulate how the proposal will help perpetuate Girdwood's small-town atmosphere and provide facilities and services to maintain and enhance the quality of community life. Specifically, the proposal should estimate the direct and indirect benefits to the Girdwood and Anchorage economy which are expected to result from the proposal. Also estimate the value of utility infrastructure and public works projects anticipated from the proposal and the amount of tax revenue (property, corporate income, liquor) generated annually from the proposal. In addition, identify any "in-kind" services related to the project which will benefit the community.

#### **4.6 Financial Pro Forma**

The estimated total cost of developing the proposal shall be clearly identified, including a project investment schedule. Information must be submitted as necessary to provide proof of the ability of the proposer to obtain the financing necessary to complete the entire proposal.

Each proposer shall include a generalized financial pro forma for the proposal, including the estimated cost of all improvements. Annual cash flow and profit and loss projections for the initial five years of the project shall be delineated. In addition, the proposer shall identify how the proposal will be financed. This financial information will include:

- \* the most recent annual company financial statement of the developer and of the primary and major subcontractors (e.g. including income balance sheets and cash flow statements)
- \* list of banking relationships and references.

- \* letters of intent or interest from financial institutions involved or interested in financing the proposal.
- \* evidence of proposer's credit worthiness, including letters of reference from lending institutions, proof of ability to obtain bonds, or other documentation (e.g. lines of credit, key financial agents).

#### **4.7 Development Schedule**

The proposer shall identify the anticipated schedule for development of the proposal, including the golf course, Nordic ski course, and any other related recreational, commercial and residential areas. The specific timeframe for each phase of the proposed development shall be identified, as well as the anticipated absorption rate for any residential development.

The development schedule shall include a general phasing plan showing a logical progression of project build out over time. This phasing plan shall be adequate to assist the municipality in determining the demand for future public facilities and whether the existing utility and transportation infrastructure is adequate to accommodate the proposal.

#### **4.8 Compensation to the Municipality**

The proposer shall specify the method of payment by which he/she proposes to compensate the municipality for the use of the property proposed to be leased. The annual lease rate shall be selected from one of the following:

- \* percentage of the annual gross receipts as reported to the United States Internal Revenue Service.
- \* percentage of fair market appraised value.
- \* a fee for each user.
- \* combination of the above.

The minimum acceptable compensation to the municipality for any land proposed to be purchased is the fair market appraised value of the land. The proposer must indicate his/her willingness to pay this amount in cash at closing. The proposer may also offer to pay more than this amount. In addition, the proposer may specify other items of value (i.e. roads, trails, etc.) which may benefit or compensate the municipality as a result of the proposed purchase.

#### **4.9 Preliminary Economic Feasibility Study**

The proposer shall submit a preliminary economic feasibility study that demonstrates the proposal is based upon sound economic reasoning and assumptions. This preliminary study must include review of all applicable studies and reports, including the 1992 NGF Feasibility Study for an 18-hole Golf Course to be located in Girdwood, Alaska.

#### **4.10 Preliminary Marketing Plan**

A preliminary marketing plan shall be submitted with the proposal that identifies target markets for the project, including marketing methodologies and estimated annual marketing expenditures, based upon sound reasoning and legitimate assumptions.

#### **4.11 Building Design**

The proposer must demonstrate that the site will be developed as an integrated complex in which all buildings will feature architectural quality, both individually and in the context of the total complex. All buildings and other substantial improvements must conform and respond to Girdwood (and Alaska) character, history, scale, and the natural setting. The use of natural building materials is encouraged.

#### **4.12 Drainage Plan**

The proposal shall include a generalized site drainage plan which identifies how drainage will be managed on the site to reduce and contain runoff. It is particularly important that areas used for the application of any fertilizers or other chemicals be managed and contained to avoid runoff into adjacent streams and wetlands.

### **5.0 PROPOSAL AND SUBMISSION REQUIREMENTS**

To achieve a uniform review process and obtain the maximum degree of comparability, it is required that the proposals be organized in the manner specified below. Proposals shall not exceed sixty (60) pages in length (excluding letter of transmittal, resumes, title page(s), index/table of contents, attachments, dividers or D/WBE forms if required). Information in excess of those allowed will not be evaluated/scored. One page shall be interpreted as one side of single lined, typed, 8 1/2" by 11", piece of paper.

#### **5.1 Title Page**

Show the RFP number and subject, the name of your firm, address, telephone number(s), name of contact person, and date.

#### **5.2 Table of Contents**

Clearly identify the materials by section and page number.

### **5.3 Letter of Transmittal (Limited to three (3) pages)**

Briefly state your firm's understanding of the services to be performed and make a positive commitment to provide the services as specified. Give the name(s) of the person(s) who are authorized to make representations for your firm, their titles, addresses, and telephone numbers. The letter must be signed by a corporate officer or other individual who has the authority to bind the firm.

### **5.4 Experience**

Detail the firm's experience in development of 18-hole golf courses and/or Nordic ski courses as well as related recreational, commercial and residential areas.

For experience relating to a professional golf course or Nordic ski course, the proposer must identify: date of project; location and size of course; whether the course is daily fee, non-equity private club, membership-owned equity club, or municipal; the contributions made by the proposer; and number of rounds of golf at the course annually.

For experience relating to real estate projects, proposer must identify: location of property; type of property (improved, unimproved, industrial, residential, commercial, etc.); size (acres, square feet); date of project; current contact for the project; and contributions made by the proposer.

In the above listing of projects, the proposer must identify in which projects the proposer was part of a joint venture, if any, and the position and responsibilities in that venture. Also specify who was responsible for management of the project and whether the projects were completed in a timely manner and within budget. Specify whether any of the projects occurred in northern latitudes and climates.

Provide at least three (3) references for which your firm has provided the same or similar services to those requested in this RFP. Include a point of contact, telephone number, and a brief description of the services provided. Please verify availability of person(s) listed as point of contact.

### **5.5 Project Leader**

Identify and provide detailed information on the qualifications and experience of the Project Leader. Include project reference contact name(s) and telephone number(s).

### **5.6 Key Project Staff and Subconsultants**

Identify the organizational structure of project staff, including any joint venture firms and subconsultants expected to provide services on behalf of the firm. Resumes should be included for each of the individuals, joint venture firms and subconsultants referenced. Also, provide portfolios of past work which demonstrate the ability of project staff to perform this work.

## 5.7 Available Resources

Provide information on resources available to your firm which indicate that the firm has access to the services necessary to perform the work.

## 5.8 Location

Describe the firm's location where the primary services are to be provided and the ability to meet in person with municipal personnel when required during the performance of work. Also, identify a local contact person, if any, in the Anchorage or Girdwood area.

## 5.9 Project Methodology and Approach

This is the major portion of the proposal and shall provide the detailed information on the firm's methodology in meeting the Scope of Work requirements identified in Section 4 of this RFP. Describe overall approach to include any special considerations which may be envisioned.

## 6.0 EVALUATION CRITERIA AND PROCESS

Proposals prepared and submitted under this RFP will be used to determine which proposer is acceptable to negotiate exclusively to lease and purchase municipal land. Proposals should demonstrate creativity, ingenuity, environmental and community sensitivity, resourcefulness, and insight. **There are 170 total points available.**

### 6.1 Criteria

The criteria to consider during evaluations, and the associated point values, are as follows:

A. Responsiveness (Acceptable/Unacceptable) - This initial review is to determine whether or not the proposal meets the minimum requirements of the RFP. Proposals that do not meet these minimum requirements will be deemed unacceptable and will be rejected.

B. Introduction/Statement of Intent (10 Points) - Each proposal shall include a letter of transmittal containing the complete name and address of the firm; name, mailing address, and telephone number of the firm's primary contact person; a statement of commitment to the project; a statement confirming that the proposal is valid for a minimum of 120 days (from the deadline for receipt of proposals); and signature of an individual duly authorized to sign on behalf of the proposer. Each proposal shall also identify the relationship between the firm and this proposal. Why is the firm interested in this project; how does the project fit into the firm's present or future needs?

C. Experience, Qualifications, and Capability (25 Points) - Provide personal qualifications and experience resumes for principal members of the firm, or other personnel who will be involved in this project. Include an organization chart showing the functional relationships of key personnel to the proposal as a whole, including identification of the project leader. In the case of a partnership or joint venture, explain the nature of the relationship (financial and functional) between the partners or firms.

Reference to previous work history should clearly show job title(s), specific duties, and assignments completed, with specific reference to work similar to that sought by this RFP. Include a concise description of the firm's experience in at least three (3) projects of similar scope, preferably including golf course development. Include for each:

1. A brief description of the project.
2. Scheduled and actual start and completion dates.
3. Location of the project.
4. List of references by name, address, telephone number.  
These references should be prepared to discuss previous performance as it relates to the company's involvement in the project.
5. Other pertinent information.

Also include this information for any subcontractor(s) that will play a key role in this project.

*At a minimum*, this section will be evaluated against the following standards:

1. Appropriately experienced personnel and disciplines will be employed in the project development.
2. There is a clear indication of who is responsible for management of the project.
3. Previous projects were completed in a timely manner and within budget. If not, there is a reasonable explanation for time and cost overruns.
4. Key personnel have similar project experience, particularly in northern latitudes and climates.
5. Key project staff, including a project leader, are identified for the lease/purchase negotiations and site planning and design phase of the project.

D. Concept Development Plan and Methodology (35 Points) - *At a minimum*, this section will be evaluated against the following standards:

1. There is a sense of quality and order in the Concept Development Plan.
2. The plan details any utilization or impact upon private lands in the project vicinity.
3. There is a strong functional relationship in the plan among the facilities proposed throughout the project area.
4. The proposed facilities are designed to enhance public recreational/tourism opportunities in the area.
5. A development schedule has been included which identifies each phase of the proposed development.
6. The proposal must specify how existing and proposed trails will be integrated into the project.

7. The plan generally identifies where and why any development is proposed within stream setbacks, floodplain and wetland areas.

E. Financial Capability (30 Points) - *At a minimum*, this section will be evaluated against the following standards:

1. The proposal contains a preliminary economic feasibility study developed with sound reasoning and legitimate assumptions.
2. The proposal contains a credible preliminary marketing plan built on sound reasoning and legitimate assumptions.
3. The proposer has included a detailed project investment schedule.
4. Cash flow, and profit and loss projections are delineated for the first five years.
5. Most recent financial statement demonstrating that sufficient capital exists to undertake the project is provided. This information should be backed up by certified financial statements (e.g., income, balance sheet, and cash flow statements).
6. Evidence of proposer's credit worthiness is provided, including letters of reference from lending institutions, proof of ability to obtain bonds, or other documentation (such as lines of credit and key financial agents).
7. Demonstrate the ability to obtain the required performance bond and insurance.

F. Compensation to the Municipality (15 Points) - *At a minimum*, this section will be evaluated to determine how the municipality will best receive at least fair market value for the lease and purchase of this land. The municipality has determined that the form of lease compensation offered must be one of the following options:

1. A percentage of the annual gross receipts as reported to the United States Internal Revenue Service.
2. A percentage of the fair market appraised value.
3. A fee for each user.
4. Any combination of the above.

The final lease compensation will be determined by the municipality in the negotiation process.

The annual lease rate paid to the municipality will be reviewed and adjusted after the initial five years, and for each five-year period throughout the life of the lease.

The municipality will sell the related residential/commercial land for this project for no less than fair market appraised value.

G. Public Benefits Arising From the Proposal (25 Points) - *At a minimum*, this section will be evaluated against the following standards:

1. The amount of financial benefits to the Girdwood and Anchorage economy in terms of the employment and operational expenditures anticipated for this proposal. These benefits must be reasonably estimated.

2. The amount estimated for indirect financial benefits to Girdwood and Anchorage resulting from employee expenditures (such as for housing and consumer goods and services).
3. The amount projected for spending by golf course users, and its anticipated effect on the local economy.
4. The amount of estimated savings to Girdwood and Anchorage from participation by the proposer in permanent public works or infrastructure (utilities, roads, for example).
5. The amount roughly projected for property tax, corporate income tax and liquor tax receipts (if any).
6. The amount projected for community contributions or “in-kind services” relating to greenbelts or parkland, roadway and trail improvements, school funds, utility expansions, etc.
7. The proposal clearly identifies how the proposal will benefit the recreational opportunities of local and area residents.
8. Appropriateness of the proposal to natural factors, regional context, and the community goals expressed in the Girdwood Area Plan.

H. Environmental Protection and Integration (30 Points) - *At a minimum*, this section will be evaluated against the following standards:

1. Ability to integrate in the Concept Development Plan a program to conserve and enhance fish and wildlife resources on the site.
2. Ability to integrate in the Concept Development Plan a detailed plan of habitat protection and conservation, including habitat enhancement to balance development plans.
3. Ability to minimize waste of all types generated on the site during and after construction.
4. Utilization of energy efficient sources for buildings, on-site transportation, lighting, heating, etc.
5. Demonstrate ability to minimize run-off during construction and maintenance of the golf course and other improvements, and to minimize or eliminate use of insecticides, herbicides or toxic chemicals for golf course maintenance.
6. Ability to preserve the natural vegetation on the site to the maximum extent possible.

Note: A proposer who commits to develop the golf course under the Cooperative Sanctuary Program for Audubon Golf Courses will receive the full 30 points available in this section.

## 6.2 Qualitative Ranking Factors

Firms will be ranked using the following qualitative rating factors for each RFP criteria:

- |     |             |
|-----|-------------|
| 1.0 | Outstanding |
| .8  | Excellent   |
| .6  | Good        |

- .4 Fair
- .2 Poor
- 0 Unsatisfactory

The rating factor for each criteria category will be multiplied against the points available to determine the total points for that category.

### **6.3 Evaluation Process**

Evaluation of the proposal will be performed by a committee of individuals representing the Municipality of Anchorage, including Girdwood residents. The committee will rank the proposals as submitted. The Municipality of Anchorage reserves the right to award a contract solely on the written proposal.

The municipality also reserved the right to request oral interviews with the highest ranked firms (short list). The purpose of the interviews with the highest ranked firms is to allow expansion upon the written responses. If interviews are conducted, a maximum of five (5) firms will be short listed. A second score sheet will be used to score those firms interviewed. The final selection will be based on the total of all evaluators scores achieved on the second rating. The same categories and point ranges will be used during the second evaluation as for the first. The highest ranked proposer after the second scoring, if performed, may be invited to enter into final negotiations with the municipality for the purposes of contract award.

### **7.0 SELECTION PROCESS**

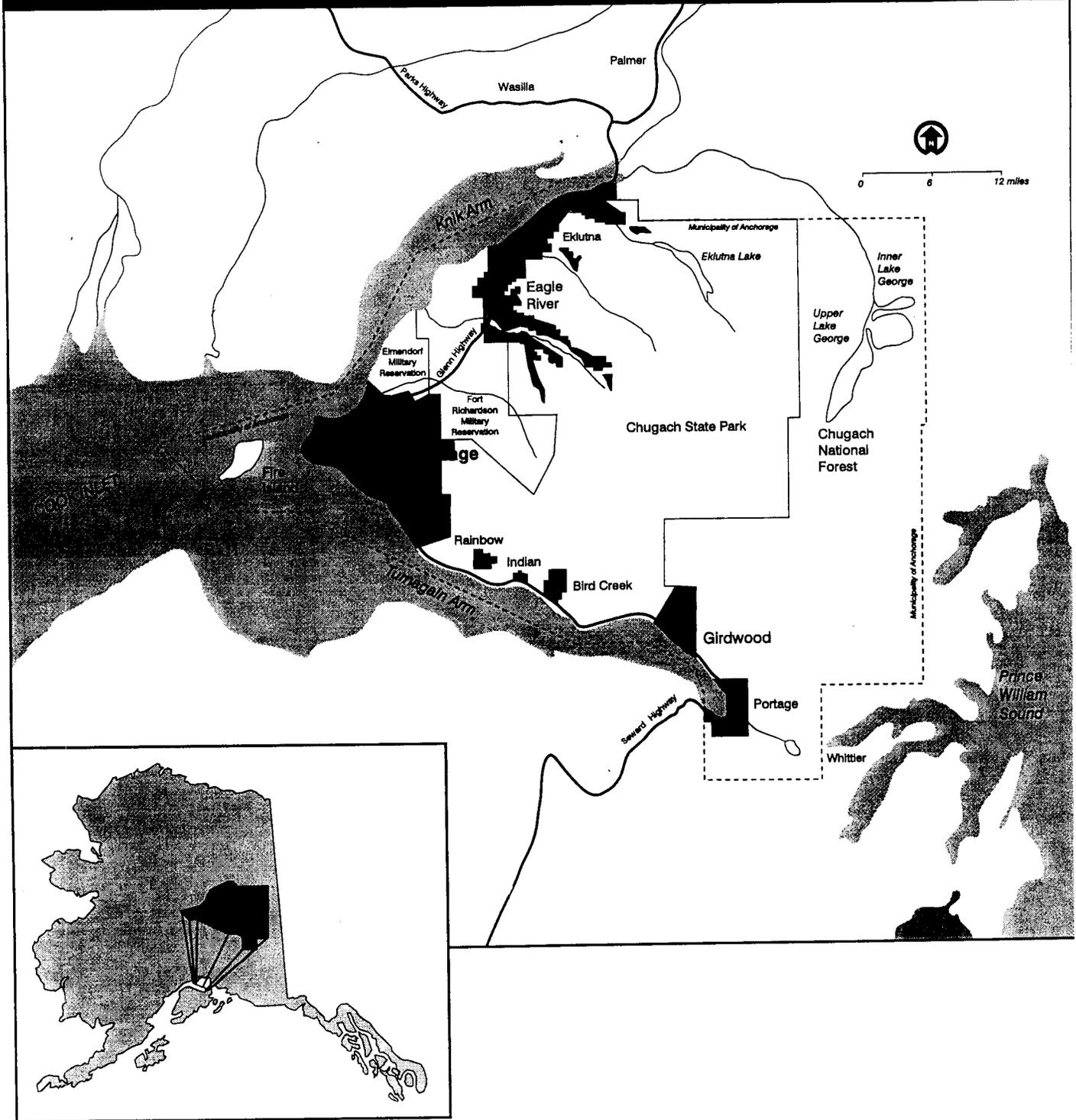
The proposer with the highest total evaluation points may be invited to enter into lease and purchase negotiations with the municipality. If an agreement on lease and purchase terms cannot be reached, the second highest proposer may be contacted for negotiations. This process may continue until successful negotiations are achieved. However, the municipality reserves the right to terminate negotiations with any proposer should it be in the municipality's best interest. The Municipality of Anchorage reserves the right to reject any and all proposals submitted.

### **8.0 SAMPLE CONTRACT OR MINIMUM MANDATORY CONTRACT PROVISIONS**

**THE SAMPLE CONTRACT MUST ACCOMPANY THIS DOCUMENT WHEN THE FINAL RFP IS ISSUED.**

# Exhibit A

## Municipality of Anchorage Vicinity Map

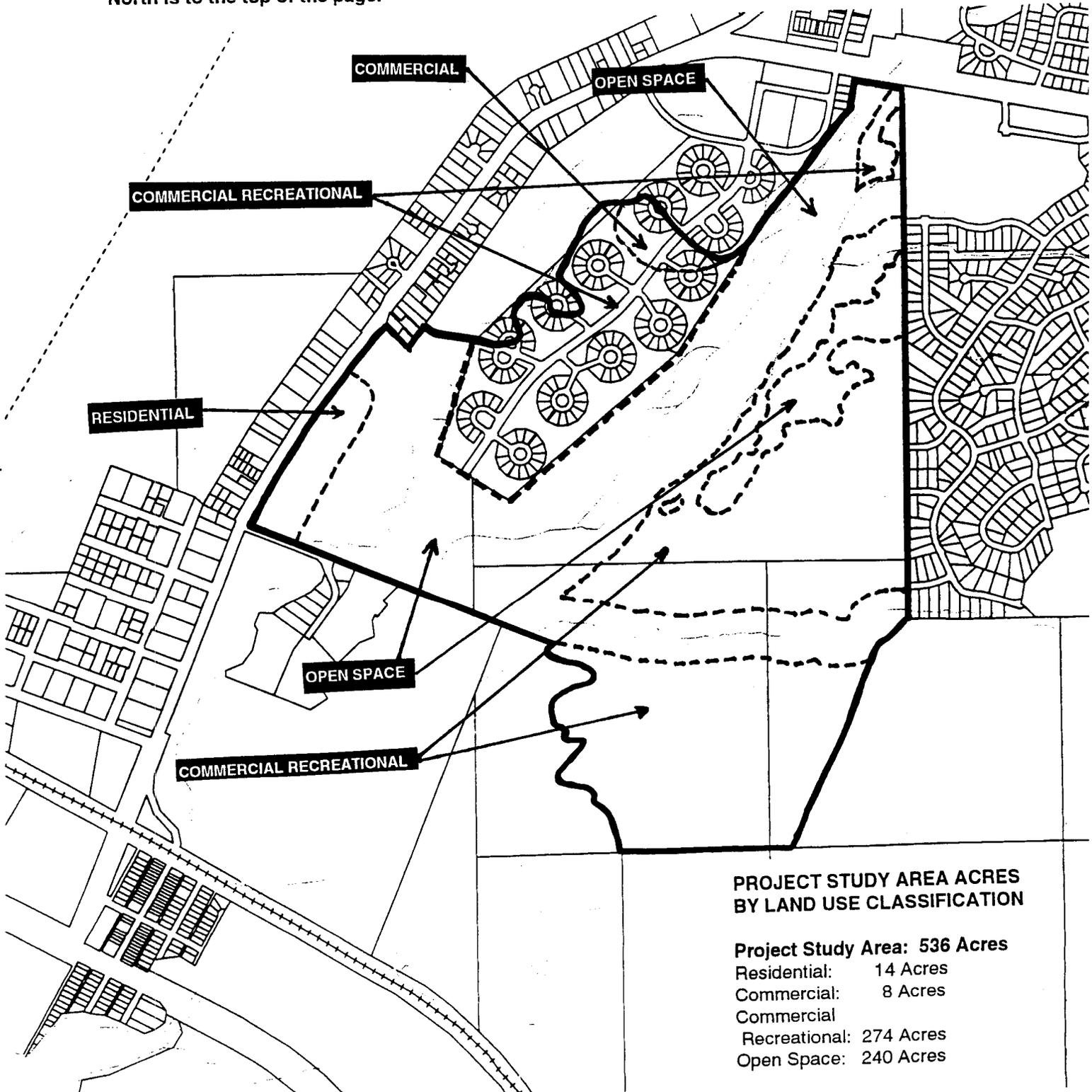


## Exhibit B

# PROJECT STUDY AREA

REQUEST FOR PROPOSALS  
EXHIBIT B

This map is for illustrative purposes only.  
Approximate scale: 1 inch = 1,224 feet  
North is to the top of the page.



# Exhibit C

## Anticipated Schedule of Events

The schedule for development of this project is anticipated to be as follows:

<u>Action</u>	<u>Completion Date</u>
Municipality issues RFP	April 15, 1996
Pre-bid Conference	May 22, 1996
Responses due to RFP	August 30, 1996
Selection of Successful Proposer to Negotiate Lease/Purchase	October 10, 1996
Final Negotiation of Lease/Purchase Agreement	January, 1997
Lease/Purchase Agreement Reviewed/Approved by the Girdwood Board of Supervisors, Heritage Land Bank Advisory Commission, Anchorage Assembly (includes public hearings)	May, 1997
Lease/Purchase Agreement Executed	July, 1997
Master Development Plan Submitted	July, 1998
Public Hearings on Master Development Plan	September, 1998
Master Development Plan Approved	November, 1998

**This schedule is subject to change by the municipality.**