

**Cahuilla Casino Hotel  
Request for Proposals (RFP)  
Organizational Assessment**

**February 10, 2026**



**Proposals Due by 5:00 PM CT, Friday, February 20, 2026**

Prepared By:



212 S. Alcaniz Street  
Pensacola, FL 32502

On behalf of:  
The Cahuilla Casino Board of Directors

**Table of Contents**

Introduction ..... 3

    Cahuilla Band of Indians ..... 3

    Cahuilla Casino Corporation..... 3

    Cahuilla Casino Hotel ..... 4

Assessment Overview and Objectives ..... 5

Scope of Work..... 7

Deliverables..... 9

Project Timeline ..... 11

Proposal Requirements ..... 12

    I. Firm Information & Qualifications..... 12

    II. Project Team and Key Personnel..... 12

    III. Scope Understanding & Technical Approach..... 13

    IV. Work Plan, Timeline, and Project Management..... 13

    V. Relevant Experience and References..... 14

    VI. Pricing ..... 14

    VII. Additional Information (Optional)..... 14

Questions & Submissions..... 15

## **Introduction**

### ***Cahuilla Band of Indians***

The Cahuilla Band of Indians of the Cahuilla Reservation is a federally recognized tribe that was established on December 27, 1875 by executive order. The entire reservation is held in trust by the United States Government and consists of nearly 19,000 acres. Cahuilla has approximately 525 members.

The Cahuilla Indian Reservation is located in a rural, Southern California area of Riverside County, adjacent to the township of Anza, CA. The Reservation is approximately 25 miles east of Temecula and 35 miles west of Coachella Valley. The Reservation is comprised of mountainous area, including rolling hills, large boulders, and pasture lands of redshank, manzanita, and sagebrush; a true chaparral ecosystem. The Cahuilla Reservation has a major surface water system known as the Cahuilla Creek which runs from the southeastern section to the northwestern section of the reservation.

The Cahuilla Tribal Government is funded through various grants and revenue from is business ventures such as the casino, hotel, and convenience store, and operates through customs and traditions of the Cahuilla Band of Indians. The general membership elects a five-member Tribal Council that oversees the day-to-day governmental operations on behalf of the Tribe. The positions include a Tribal Chairperson, Vice-Chairperson, Secretary, and two Council Members. The Cahuilla Band has also appointed tribal committees to handle and assist with specific governmental functions of the tribe. The tribe is also a member of several consortiums and coalitions that address local and national tribal issues; by which the tribe appoints delegates to serve as representation.

### ***Cahuilla Casino Corporation***

The Cahuilla Casino operates as a separate and discrete component unit of the Tribe and is financed in a manner similar to a private business enterprise. The governing body consists of the Casino Corporation Board of Directors (the "Board"), which maintains independent status to conduct business in its own name, including acquiring and holding interests in real property by lease, and may pledge or encumber its corporate assets, excluding Tribal land, as security for the repayment of loans used to finance improvements. The Board consists of three Directors selected by General Council by ballot vote to serve two-year terms.

The Board of Directors is authorized to oversee the overall operation of the Tribal business and gaming activities of the Corporation including borrowing money and incurring indebtedness on behalf of the Corporation with the approval of the General Council. Contracts and expenditures in excess of \$30,000 require approval of the General Council. The board is precluded from involvement in day-to-day operational activities of the casino business and selects a General Manager, confirmed by General Council, to direct day-to-day operational activities, hiring-terminating employees and setting salaries and bonuses.

The Corporate Officers are selected by the Board of Directors annually and hold regular weekly meetings to receive and review operational reports and conduct special business. A Board Chairman presides and is the Chief Executive Officer of the Corporation. In the absence of the Chairperson, the Vice-Chairman presides. The Secretary/Treasurer documents all meeting minutes, actions, and monitors the bookkeeping and accounting of the Corporation.

### ***Cahuilla Casino Hotel***

Cahuilla Casino Hotel is a wholly-tribally owned and operated gaming and hospitality enterprise of the Cahuilla Band of Indians located 52702 CA-371, Anza, CA 92539. The casino hotel and travel center reside on land-in-trust along California State Highway 371, a primary regional corridor connecting the Inland Empire with mountain and desert communities. The property's location provides convenient access to surrounding population centers, including Temecula (30 miles; 45 minutes), Hemet (30 miles; 45 minutes), Palm Desert (35 miles; 50 minutes), and Palm Springs (45 miles; 60 minutes), positioning the enterprise to serve both local residents and destination travelers throughout Southern California.

The enterprise includes a full-service casino featuring 319 Class III slot machines, 80% owned and 20% leased machines; 5 table games with 30 positions, including blackjack and Ultimate Texas Hold'em; and a 58-room hotel. There is also a full bar with 12 bar-top machines and multiple tables, and a restaurant with 51-seats located onsite. The property is further complemented by an adjacent travel plaza offering fuel, convenience retail, carwash and traveler-oriented services. Together, these amenities enhance visitation, extend length of stay, diversify revenue streams, and strengthen the overall guest ecosystem.

As both a commercial enterprise and an instrumentality of Tribal government, Cahuilla Casino Hotel prioritizes financial performance balanced with cultural stewardship, responsible governance, and long-term economic sustainability for the Tribe and its citizens. Operating within an increasingly competitive regional gaming market, the enterprise is focused on improving operational effectiveness, enhancing the guest experience, and optimizing revenue performance across both gaming and non-gaming segments. To support these objectives and ensure long-term organizational resilience, the Board of Directors is commissioning an independent, comprehensive assessment.

## **Assessment Overview and Objectives**

The Cahuilla Casino Board of Directors invites qualified and experienced firms to submit proposals to conduct an independent, comprehensive organizational and operational assessment of the enterprises comprising the Cahuilla Casino Hotel. The Board of Directors seeks an objective, third-party evaluation that provides a clear, fact-based understanding of the Casino's market position, operational effectiveness, financial performance, and organizational capability and capacity.

This engagement is intended to serve as a strategic diagnostic rather than a departmental audit. The selected consultant will provide independent analysis, benchmarking, and practical recommendations to assist the Board in strengthening governance oversight, improving operational discipline, enhancing guest experience, and supporting sustainable revenue growth and profitability. The assessment should deliver actionable insights that enable informed decision-making, clarify performance expectations, and position the enterprise for long-term stability and competitiveness in an increasingly complex gaming and hospitality environment.

The consultant's work will inform enterprise strategy, organizational alignment, and leadership planning, ensuring that future management initiatives and executive recruitment efforts are grounded in data, realistic market expectations, and clearly defined operational priorities.

The objectives of this engagement are intended to provide the Board and Tribe with an independent, comprehensive evaluation of the enterprise and to produce clear, prioritized recommendations that strengthen both near-term performance and long-term resilience. Specifically, the assessment shall:

- Establish a comprehensive, data-driven baseline of operational, financial, and organizational performance.
- Evaluate the Casino's competitive position within the regional gaming and hospitality market, including opportunities for revenue growth and market share improvement.
- Assess the effectiveness, efficiency, and consistency of current operations across gaming, hotel, food and beverage, marketing and support functions.
- Analyze historical financial results, key performance indicators (KPIs), and cost structures to identify trends, risks, and opportunities for margin enhancement.
- Evaluate organizational design, decision-making processes, accountability structures, and leadership capability to determine strengths, gaps, and succession considerations.
- Identify systemic issues or structural constraints that may limit performance regardless of individual management changes.
- Benchmark performance against relevant peer properties and industry best practices.
- Provide practical, prioritized, and financially grounded recommendations, including near-term improvements and longer-term strategic initiatives.

- Inform the competencies, authority structure, and support systems required for future executive leadership success.
- Deliver clear, concise findings that enable the Board to make informed governance, organizational, and strategic decisions.

## **Scope of Work**

The selected consultant shall conduct an independent, enterprise-wide assessment of Cahuilla Casino Hotel utilizing a structured, data-driven, and evidence-based methodology. The review shall evaluate the external market environment, internal operations, financial performance, and organizational capability to identify strengths, risks, and opportunities for improvement. The engagement is intended to provide a holistic understanding of the enterprise and shall not be limited to isolated departmental audits.

At minimum, the Scope of Work shall include the following components:

### **A. Market and Competitive Environment Analysis**

The consultant shall assess the external factors influencing enterprise performance, including:

- Regional and local gaming and hospitality market trends
- Patron demographics, visitation patterns, and spend behavior
- Competitive property benchmarking (gaming mix, amenities, pricing, promotions, and positioning)
- Market share analysis and revenue capture opportunities
- Evaluation of demand drivers, constraints, and emerging risks
- Identification of realistic growth opportunities and strategic positioning considerations

The purpose of this component is to distinguish market-driven performance limitations from execution or organization-driven issues and to establish realistic expectations for future performance.

### **B. Operational Effectiveness Review**

The consultant shall evaluate enterprise-wide operational effectiveness across both gaming and non-gaming functions, including but not limited to:

- Gaming operations (slots, tables, floor productivity, yield, mix optimization)
- Hotel operations and occupancy performance
- Food and beverage operations
- Marketing, loyalty, and player development execution
- Guest experience and service consistency
- Labor productivity, staffing alignment, and scheduling practices
- Policies, procedures, and internal controls
- Technology systems, reporting, and data enablement
- Decision-making flow, cross-department coordination, and accountability

This review shall include document review, on-site observation, workflow analysis, and stakeholder interviews to identify systemic issues that impact performance, efficiency, or guest satisfaction.

### **C. Financial Performance and KPI Diagnostics**

The consultant shall conduct a high-level but rigorous review of financial performance and management reporting to assess sustainability and margin optimization, including:

- Historical financial trends (3–5 years recommended)
- Revenue and cost structure analysis
- Departmental profitability and contribution margins
- Review of key operating KPIs and performance dashboards
- Comparison to relevant peer and industry benchmarks
- Identification of revenue leakage, cost inefficiencies, or structural risks
- Assessment of forecasting, budgeting, and performance monitoring practices

The objective is to provide clarity on the enterprise's economic drivers and opportunities to strengthen margins and cash flow.

### **D. Organizational Structure and Leadership Capability Assessment**

The consultant shall evaluate the organization's human capital, leadership depth, and structural alignment, including:

- Organizational design and reporting relationships
- Role clarity and accountability structures
- Leadership capability, depth, and bench strength
- Cultural alignment and readiness for change
- Interdepartmental coordination and decision rights
- Strengths, gaps, and succession risks
- Degree of organizational support a future executive leader would encounter

This assessment may include structured interviews, leadership discussions, and confidential feedback sessions.

### **E. Synthesis and Recommendations**

The consultant shall integrate findings across all components to:

- Identify root causes rather than isolated symptoms
- Distinguish short-term improvements from structural changes
- Provide prioritized, actionable, and financially grounded recommendations
- Support informed governance and strategic decision-making.

## **Deliverables**

The selected consultant shall provide clear, professional, and Board-ready deliverables that communicate findings concisely while supporting detailed review as needed.

At minimum, the following deliverables are required:

### **1. Executive Summary**

- Concise overview of key findings, risks, and opportunities
- High-level conclusions and strategic implications
- Summary of priority recommendations

### **2. Comprehensive Assessment Report**

A detailed written report documenting:

- Market and competitive analysis
- Operational findings
- Financial and KPI diagnostics
- Organizational and leadership evaluation
- Strengths, weaknesses, opportunities, and risks (SWOT)
- Benchmark comparisons
- Root-cause analysis

The report should clearly differentiate observations, analysis, and recommendations.

### **3. Prioritized Improvement Roadmap**

A practical, implementation-focused plan that includes:

- Recommended initiatives ranked by impact and effort
- Near-term (0–6 months), mid-term (6–18 months), and longer-term priorities
- Estimated financial or operational benefit where feasible
- Required resources and sequencing considerations
- Dependencies and risk considerations

### **4. Leadership Profile Guidance**

- Recommended competencies and experience profile for future executive leadership
- Organizational or structural adjustments necessary to support leadership success
- Key early priorities for new leadership

## **5. Board Presentation**

- Formal PowerPoint presentation of findings and recommendations
- In-person presentation to the Board and, if applicable, Tribal Council
- Facilitated discussion and Q&A session

## **6. Supporting Materials**

As applicable:

- Data tables and benchmarking summaries
- KPI dashboards or analytic models developed during the engagement
- Working files reasonably necessary for the Casino's continued use

**Project Timeline**

<b>Phase</b>	<b>Estimated Duration</b>	<b>Target Date</b>
RFP & Selection	Up to 30 days	February 27, 2026
Pre-Engagement Diligence	Up to 3 weeks	March 20, 2026
On-site assessment	Up to 3 weeks	April 10, 2026
Analysis & reporting	Up to 2 weeks	April 24, 2026
Board presentation	Up to 1 week	April 29, 2026

The timeline above is subject to negotiation, however, has designed to move the assessment forward in a deliberate, efficient, and decision-oriented manner, while minimizing operational disruption to leadership and staff. The process begins with a focused procurement and selection period to ensure the right partner is engaged, followed by targeted pre-engagement diligence to align objectives, gather baseline data, and confirm priorities before work begins on site.

The Board believes the on-site assessment phase emphasizes direct observation, interviews, and on-hands operational review to ground findings in real-world conditions rather than assumptions. Insights developed during this period inform the subsequent analysis and reporting phase, where information should be synthesized into clear diagnostics, actionable recommendations, and a prioritized improvement roadmap.

The engagement culminates with a Board presentation that translates technical findings into documented strategic choices, equipping decision-makers with practical options, risks, and next steps. By sequencing the work in this structured manner, the project is expected to progress from initiation through Board readiness in approximately 90 days, providing timely, evidence-based guidance to support informed planning and implementation.

## **Proposal Requirements**

Proposals shall be prepared in a clear, concise, and comprehensive manner and shall demonstrate the proposer's understanding of the engagement, relevant qualifications, and ability to successfully deliver the services described in this RFP. Submissions should be organized according to the sections below to facilitate evaluation and comparison.

Failure to address any required component may result in reduced scoring or disqualification.

### **I. Firm Information & Qualifications**

Provide a detailed overview of the proposing firm, including:

- Legal name, address, and primary point of contact
- Year established and organizational history
- Ownership structure and governance model
- Description of core service offerings and areas of specialization
- Size of firm and relevant staffing resources
- Description of financial stability and capacity to perform the engagement
- Summary of experience working with tribal governments, tribal enterprises, or regulated gaming and hospitality environments
- Description of any subcontractors or partner firms to be utilized and their roles

The firm should clearly demonstrate experience conducting independent operational, financial, and organizational assessments of comparable complexity.

### **II. Project Team and Key Personnel**

Identify the specific individuals who will be assigned to the engagement and describe their qualifications and responsibilities.

Include:

- Engagement lead and primary point of accountability
- Named team members and defined roles
- Percentage of time commitment for each key individual
- Relevant experience of each team member with casino, gaming, hospitality, or similar enterprises
- Professional bios or resumes highlighting education, certifications, and prior comparable engagements

The Casino expects the proposed team to be the team that performs the work. Any substitution of key personnel must be approved in advance.

### **III. Scope Understanding & Technical Approach**

Demonstrate a clear understanding of the objectives and requirements of this RFP and describe the proposed approach in sufficient detail to evaluate technical rigor and feasibility.

Include:

- Narrative describing understanding of the Casino's operating environment and assessment goals
- Detailed methodology for each major assessment component (market, operations, financial/KPI, and organizational/leadership)
- Data collection techniques and analytical tools to be used
- Approach to on-site observation and stakeholder engagement
- Benchmarking strategy and performance comparison methods
- Proposed framework for identifying root causes and prioritizing recommendations
- Description of how findings will be translated into practical, actionable improvements
- Description of how disruption to ongoing operations will be minimized

Proposals that rely solely on interviews or surveys without quantitative and observational analysis will not be considered responsive.

### **IV. Work Plan, Timeline, and Project Management**

Provide a detailed work plan that outlines how the engagement will be executed from initiation through final presentation.

Include:

- Phased project plan and major milestones
- Estimated duration of each phase
- Key tasks and deliverables by phase
- On-site versus remote work expectations
- Project governance structure
- Communication cadence (status meetings, updates, reports)
- Risk management approach and mitigation strategies
- Data and information requirements from the Casino

The work plan should demonstrate the ability to complete the engagement within the targeted timeframe outlined in this RFP.

**V. Relevant Experience and References**

Provide evidence of successfully completing comparable engagements.

Include:

- Description of at least three (3) similar projects involving casino, gaming, hospitality, or regulated enterprises of similar size or complexity
- Client references including organization name, contact person, title, phone number, and email address

Preference will be given to firms with demonstrated experience serving tribal enterprises or gaming properties.

**VI. Pricing**

Provide a clear and complete fee proposal.

Include:

- Proposed pricing structure (fixed fee preferred)
- Total professional fees
- Detailed breakdown of costs by phase or deliverable
- Assumptions underlying pricing
- Expense and reimbursement policy (travel, lodging, meals, etc.)
- Payment schedule and invoicing terms
- Optional services and associated pricing, if applicable
- Statement of proposal validity period

All pricing shall be transparent and inclusive of all anticipated costs.

**VII. Additional Information (Optional)**

Proposers may include any additional information that demonstrates unique qualifications, value-added capabilities, or differentiators relevant to the scope of services.

## **Questions & Submissions**

All questions regarding this Request must be submitted in writing to the Arranger at the contacts identified herein.

Mike Myhre, Partner  
FSA Advisory Group  
mmyhre@fsa-ag.com

Mark Nichols, Director  
FSA Advisory Group  
mnichols@fsa-ag.com

Gerald Matasy, VP  
FSA Advisory Group  
gmatasy@fsa-ag.com

Proposal submissions shall be delivered electronically by the date and time indicated, and the Tribe reserves the right, in its sole discretion, to accept, reject, or request clarification of any submission and to modify or withdraw this Request at any time without obligation.