

**SOLICITATION SUMMARY
FOR
CONCESSION AND OPERATION OF FRESNO AIRWAYS GOLF COURSE AT
FRESNO YOSEMITE INTERNATIONAL AIRPORT
AUGUST 29, 2016**

INTERVIEW PANEL

Daniel T. Weber, Assistant Director of Aviation, Airports Department
Lino DelSignore, Airports Chief Finance Officer, Airports Department
Ron Ames, Airports Operations Manager, Airports Department
Michael Musca, Airports Properties Manager, Airports Department

BACKGROUND

The Airports Department received a 30 day termination notice from the Airways Golf Course incumbent operator, ClubCorp on August 25, 2016. The agreement has been in holdover since August 31, 2015. A Request For Proposal (RFP) for a new golf course concession and operation agreement was advertised on August 31, 2016 and the projected effective date for a long term new agreement is May 1, 2017.

To ensure that there will be minimal, and ideally no, downtime, Airports conducted a solicitation for a qualified golf course operator to enter into a short-term agreement to operate and maintain Airways Golf Course until the RFP process for a long term operator is completed. Two golf course operators that had previously indicated an interest in operating Airways Golf Course were contacted. Following the guidelines set forth in the RFP, the two companies, CourseCo Inc. and Sierra Golf Management Inc. (SGM), were interviewed and evaluated on August 29, 2016. SGM was found to be the most appropriate operator during the interim period.

OVERVIEW OF THE COMPANIES

CourseCo, Inc. Operator of 29 golf course facilities throughout California, including Riverside Golf Course.

Sierra Golf Management, Inc. Operator of 14 golf facilities throughout California, including maintenance of Sunnyside and operations at four other golf courses within the Central Valley.

EVALUATION BY COMMITTEE:

Committee members evaluated the prospective companies on the following criteria:

- Company's qualifications and relevant golf course management experience
- Approach to managing Airways Golf Course
- Philosophy and approach to marketing Airways Golf Course
- Approach to golf course maintenance
- Ability to fully transition within 30 days (maintenance equipment, carts, staff, etc.), assuming an October 1, 2016 start date

SUMMARY OF RESPONSES BY COMPANIES

CourseCo, Inc.

Notes from interview:

- Prefers steady growth of golf course portfolio rather than acquiring multiple sites
- Company goals are to maximize revenue and increase community involvement
- Creates sales marketing strategy for each customer market segment
- Wants to create Airways synergy with Riverside Golf Course but not to detriment of Riverside customer base
- Requested due diligence of Airways expenses before they can commit to interim agreement
- Ultimately decided they did not feel comfortable with a short term interim agreement, but wants to be included as recipient of Golf Course RFP when published

Sierra Golf Management, Inc.

Notes from interview:

- Goal is to make fees affordable for customers
- Maintains database of Valley golf customers; sends email blasts of specials twice weekly
- Emphasized goal of improving course conditions such as edging greens, turf maintenance, power wash clubhouse, etc.
- Has managed other golf courses on interim basis
- Can utilize economies of scale by using large inventory of golf carts, maintenance equipment, irrigation apparatus and trained staff located at other nearby client courses
- Willing to begin operation of Airways golf course a.s.a.p.

RECOMMENDATION

Both companies are capable of operating Airways. The Committee concluded that SGM possesses the necessary experience, and has been successful in managing municipal and private golf courses. SGM also demonstrated the ability and willingness to – on an interim basis – operate Airways. The Committee unanimously recommends the award of a seven (7) month agreement to Sierra Golf Management, Inc.