

Attachment B

**Sierra Golf
Management, Inc.**

Proposal

CITY OF VICTORVILLE
RFP JM24-089
PROFESSIONAL MANAGEMENT SERVICES FOR GREEN TREE GOLF COURSE

SUBMISSION CERTIFICATION

I hereby submit to The City of Victorville the following bid proposal for work outlined in plans and specifications entitled "**PROFESSIONAL MANAGEMENT SERVICES FOR GREEN TREE GOLF COURSE**"

All of the following documents (check below) are completed, fully executed, and included in my proposal as required in the RFP document:

- ☒ Submission Certification
- ☒ Proposal Sheet
- ☒ Proposer Identification
- ☒ Sub-Proposer
- ☒ Worker's Compensation
- ☒ Non-Collusion Declaration
- ☒ References
- ☒ Debarred Certification Acknowledgement
- ☒ Partnership Statement
- ☒ Corporation Statement
- ☒ Financial Statement
- ☒ Financial Data
- ☒ Release & Personal Description
- ☒ Experience Statement
- ☒ Additional Information

My signature on this Submittal Certification is affirmation that all items listed above are fully completed and executed and are hereby submitted with the proposal as required. I understand that failure to complete and/or submit any of the required documents may be cause for rejection of my proposal.

SGM, Inc.

Business Name



Dan Bacci - COO

Authorized Signature

Printed Name and Title

5/07/2024

559-665-4462

Date Signed

Telephone Number

CITY OF VICTORVILLE
RFP JM24-089
PROFESSIONAL MANAGEMENT SERVICES FOR GREEN TREE GOLF COURSE

PROPOSER IDENTIFICATION

1. Legal name of Proposer: SGM, Inc.
2. Street Address: 23525 Robertson Blvd., Chowchilla, Ca. 93610
3. Mailing Address: P.O. Box 788, Chowchilla, CA 93610
4. Business Telephone: 559-665-4462
5. Facsimile Telephone: 559-665-4367
6. Email Address: Dan@sierragolfmanagement.com
7. Type of Business:
☐ Sole Proprietor ☐ Partnership ☒ Corporation Other: _____
If corporation, indicate State where incorporated: California
8. Business License number issued by The City where the Proposer's principal place of business is located.
Number: 00438 Issuing City: Chowchilla
9. Proposer's License number and expiration date. (City of Victorville Licence)
Number: BSL-14-01075 Expiration date: 12/03/2024
10. Federal Tax Identification Number: 77-0444598
11. Proposer's Project Manager: Dan Bacci
12. Name & Title of Authorized person to sign legal document: _____
Jeff Christensen - President, Dan Bacci Chief Operations Officer

CITY OF VICTORVILLE
RFP JM24-089
PROFESSIONAL MANAGEMENT SERVICES FOR GREEN TREE GOLF COURSE
SUB-PROPOSERS

Proposer's Name SGM, Inc

Sub-proposer Name: _____

— License Number: _____

Address: _____

Trade: _____

Sub-proposer Name: _____

License Number: _____

Address: _____

Trade: _____

Sub-proposer Name: _____

License Number: _____

Address: _____

Trade: _____

Sub-proposer Name: _____

License Number: _____

Address: _____

Trade: _____

INITIAL IF NO SUB: 

CITY OF VICTORVILLE
RFP JM24-089
PROFESSIONAL MANAGEMENT SERVICES FOR GREEN TREE GOLF COURSE
WORKERS' COMPENSATION CERTIFICATE

The Proposer shall execute the following form as required by the California Labor Code, Sections 1860 and 1861:

I am aware of the provisions of Section 3700 of the California Labor Code which require every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of that code, and on behalf of my firm, I will comply with such provisions before commencing the performance of the services of any contract entered into.

Note: The above Certification form is part of the Bid Proposal. Signing the Bid Proposal on the signature portion thereof shall also constitute signature of this Certification. Bidders are cautioned that making a false certification may subject the certifier to criminal prosecution.



Signature

SGM, Inc.

Company Name

Dan Bacci

Printed Name

City of Victorville Lic# BSL14-01075

Business License Number

COO

Title

5/07/2024

Date

CITY OF VICTORVILLE
RFP JM24-089
PROFESSIONAL MANAGEMENT SERVICES FOR GREEN TREE GOLF COURSE

NON-COLLUSION DECLARATION
TO BE EXECUTED BY BIDDER AND SUBMITTED WITH BID
(Public Contract Code Section 7106)

The undersigned declares:

I am the COO of SGM, Inc., the party making the foregoing bid. The bid is not made in the interest of, or on behalf of, any undisclosed person, partnership, company, association, organization, or corporation. The bid is genuine and not collusive or sham. The bidder has not directly or indirectly induced or solicited any other bidder to put in a false or sham bid. The bidder has not directly or indirectly colluded, conspired, connived, or agreed with any bidder or anyone else to put in a sham bid, or to refrain from bidding. The bidder has not in any manner, directly or indirectly, sought by agreement, communication, or conference with anyone to fix the bid price of the bidder or any other bidder, or to fix any overhead, profit, or cost element of the bid price, or of that of any other bidder. All statements contained in the bid are true. The bidder has not, directly or indirectly, submitted his or her bid price or any breakdown thereof, or the contents thereof, or divulged information or data relative thereto, to any corporation, partnership, company, association, organization, bid depository, or to any member or agent thereof, to effectuate a collusive or sham bid, and has not paid, and will not pay, any person or entity for such purpose.

Any person executing this declaration on behalf of a bidder that is a corporation, partnership, joint venture, limited liability company, limited liability partnership, or any other entity, hereby represents that he or she has full power to execute, and does execute, this declaration on behalf of the bidder.

I declare under penalty of perjury under the laws of the State of California that the foregoing is true and correct and that this declaration is executed on May 7th [date], at Chowchilla [city], California [state].



Signature

Dan Bacci

Printed Name

SGM, Inc.

Company Name

COO

Title

CITY OF VICTORVILLE
RFP JM24-089
PROFESSIONAL MANAGEMENT SERVICES FOR GREEN TREE GOLF COURSE

REFERENCES

List four (4) persons or firms with whom you have conducted business transactions during the past five (5) years. At least two (2) of the references named are to have knowledge of your debt payment history. At least one reference must be a financial institution.

REFERENCE NO. 1

Name Vera McClure

Firm/Title Tri Counties Bank - Senior Business Banker

Address 305 Trinity Avenue, Chowchilla, CA 93610

Telephone 559-665-4868 Fax _____ Email: _____

Nature and magnitude of purchase, sale, loan, business association, etc.:
Several Bank Accounts

REFERENCE NO. 2

Name Marc Cahalan

Firm/Title TCF - The Huntington National Bank

Address 1111 W. San Marnan Dr., Suite A2 West, Waterloo, IA 50701

Telephone 866-580-6630 Fax _____ Email: MCahalan@tcfbank.com

Nature and magnitude of purchase, sale, loan, business association, etc.:
Equipment Financing

REFERENCE NO. 3

Name Joe Kernes

Firm/Title Wells Fargo Equipment Financing - Portfolio Representative

Address 800 Walnut Street, Des Moines, Iowa 50309

Telephone 800-570-3608 Fax _____ Email: JoeKernes@wellsfargo.com

Nature and magnitude of purchase, sale, loan, business association, etc.:
Equipment Financing

REFERENCE NO. 4

Name Shannon Vaughn

Firm/Title Garton Tractor/Kubota Credit

Address 700 CA-59, Merced, CA 95341

Telephone 209-726-4600 Fax _____ Email: SVaughn@gartontractor.com

Nature and magnitude of purchase, sale, loan, business association, etc.:

Equipment Financing

CITY OF VICTORVILLE
RFP JM24-089
PROFESSIONAL MANAGEMENT SERVICES FOR GREEN TREE GOLF COURSE
DEBARRED CERTIFICATION ACKNOWLEDGEMENT

(a)(1) The Offeror/Bidder certifies, to the best of its knowledge and belief, that—

(i) The Offeror/Bidder and/or any of its Principals—

(A) Are not presently debarred, suspended, proposed for debarment, or declared ineligible for the award of contracts by any Federal agency;

(B) Have not, within a three-year period preceding this solicitation, been convicted of or had a civil judgment rendered against them for: commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State, or local) contract or subcontract; violation of Federal or State antitrust statutes relating to the submission of bids; or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, tax evasion, violating Federal criminal tax laws, or receiving stolen property;

(C) Are not presently indicted for, or otherwise criminally or civilly charged by a governmental entity with, commission of any of the offenses enumerated in paragraph (a)(1)(i)(B) of this provision;

(ii) The Offeror/Bidder has not, within a three-year period preceding this offer, had one or more contracts terminated for default by any Federal agency.

(2) "Principal," for the purposes of this certification, means an officer, director, owner, partner, or a person having primary management or supervisory responsibilities within a business entity (*e.g.*, general manager; plant manager; head of a division or business segment; and similar positions).

This Certification Concerns a Matter Within the Jurisdiction of an Agency of the United States and the Making of a False, Fictitious, or Fraudulent Certification May Render the Maker Subject to Prosecution Under Section 1001, Title 18, United States Code.

(b) The Offeror/Bidder shall provide immediate written notice to the City if, at any time prior to contract award, the Offeror/Bidder learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.

(c) A certification that any of the items in paragraph (a) of this provision exists will not necessarily result in withholding of an award under this solicitation. However, the certification will be considered in connection with a determination of the Offeror's/Bidder's responsibility. Failure of the Offeror/Bidder to furnish a certification or provide such additional information as requested by the City may render the Offeror/Bidder nonresponsible.

(d) Nothing contained in the foregoing shall be construed to require establishment of a system of records in order to render, in good faith, the certification required by paragraph (a) of this provision. The knowledge and information of an Offeror/Bidder is not required to exceed that which is normally possessed by a prudent person in the ordinary course of business dealings.

(e) The certification in paragraph (a) of this provision is a material representation of fact upon which reliance was placed when making award. If it is later determined that the Offeror/Bidder

knowingly rendered an erroneous certification, in addition to other remedies available to the City, the City may terminate the contract resulting from this solicitation for default.

The Offeror/Bidder certifies that the foregoing is true and correct:

Offeror/Bidder: SGM, Inc Federal I.D. No: 77-0444598

Address: P.O. Box 788, Chowchilla, Ca. 93610

Phone: 559-665-4462 Fax: 559-665-4367 Email: Dan@sierragolfmanagement.com

Signature:  Date: 5/07/2024

CITY OF VICTORVILLE
RFP JM24-089
PROFESSIONAL MANAGEMENT SERVICES FOR GREEN TREE GOLF COURSE
PARTNERSHIP STATEMENT

If a partnership, attach a copy of the Partnership Agreement and answer the following:

1. Date of Organization: _____

2. ☐ General Partnership ☐ Limited Partnership

3. Statement of Partnership recorded? ☐ Yes ☐ No

Date: _____

Book: _____

Page: _____

County: _____

4. Has the partnership done business with the City of Victorville?

☐ Yes ☐ No

When? _____

Where? _____

5. Name, address, and partnership share of each general and limited partner. (If partner is corporation, complete "Corporation Statement".)

NAME	ADDRESS	SHARE
		%
		%
		%
		%
		%
		%

CITY OF VICTORVILLE
RFP JM24-089
PROFESSIONAL MANAGEMENT SERVICES FOR GREEN TREE GOLF COURSE
CORPORATION STATEMENT

If proposed lessee is a corporation, answer the following:

1. Corporation name: SGM, Inc
2. When incorporated: 1996
3. Where incorporated: California
4. Is the Corporation authorized to do business in California? ☒ Yes ☐ No If yes, as of what date? 12/09/1996
5. The corporation is held: ☐ Publicly ☒ Privately
6. If publicly held, how and where is the stock traded? _____
7. List the following:

SHARES	AUTHORIZED	ISSUED	OUTSTANDING
A. Number of voting shares:	10,000	10,000	0
B. Number of non-voting shares:			
C. Number of shareholders:	2		
D. Value per share of Common Stock: Par \$ _____ Book \$ _____ Market \$ _____			

8. Furnish the name, title, address, and the number of voting and non-voting shares of stock held by each officer and, in addition, the same information for each stockholder owning more than ten percent (10%) of any class of stock.

Name Jeff Christensen Title President

Address 18681 Cheryl Way, Twain Harte, CA 95383

Number of Shares 5,000

Name Kim Christensen Title Treasurer

Address 18681 Cheryl Way, Twain Harte, CA 95383

Number of Shares 5,000

CITY OF VICTORVILLE
RFP JM24-089
PROFESSIONAL MANAGEMENT SERVICES FOR GREEN TREE GOLF COURSE

FINANCIAL STATEMENT

Attach a complete report, prepared in accordance with generally accepted accounting principles, reflecting your current financial condition. The report must include a balance sheet and annual income statement. You must be prepared to substantiate all information shown.

SURETY INFORMATION

Has any surety or bonding company ever been required to perform upon your default, or the default of any of the principals in your organization holding more than a ten percent (10%) interest? ☐ Yes
☒ No

If yes, attach a statement naming the surety or bonding company, date, amount of bond, and the circumstances surrounding said default and performance.

BANKRUPTCY INFORMATION

Have you or any of the principals in your organization holding more than a ten percent (10%) interest ever been declared bankrupt, or is presently a debtor in a bankruptcy action? ☐ Yes ☒ No

If yes, state dates, court jurisdiction, amount of liabilities and amount of assets.

PENDING LITIGATION

Are you or any of the principals in your organization holding more than a ten percent (10%) interest presently (or in the past five (5) years) party to **ANY** pending litigation? ☐ Yes ☒ No

If yes, provide detailed information on the outcome of subject litigation.

If yes, is the subject litigation covered by insurance? ☐ Yes ☐ No

CLAIMS, LIENS OR JUDGEMENTS

Are you or any of the principals in your organization holding more than a ten percent (10%) interest subject to any outstanding claims, liens or judgments? ☐ Yes ☒ No

If yes, provide detailed information for each claim, lien or judgment.

CITY OF VICTORVILLE
RFP JM24-089
PROFESSIONAL MANAGEMENT SERVICES FOR GREEN TREE GOLF COURSE

FINANCIAL DATA

Have any of the individuals, whether as individual proposers, partners, or officers, directors or shareholders of corporations ever been convicted of a felony? If yes, please explain:

No

On parole or probation? No

Ever been convicted of a felony or any crime involving moral turpitude? No

Ever convicted of any crime involving children or theft? No

If a corporation:

Has the corporation or any predecessor corporations in which the officers, directors, or shareholders were involved ever been suspended by the Secretary of State? _____

No

As individuals:

Has any contract to which you were a party ever been terminated or canceled for any reason? No

CITY OF VICTORVILLE
RFP JM24-089
PROFESSIONAL MANAGEMENT SERVICES FOR GREEN TREE GOLF COURSE

EXPERIENCE STATEMENT

1. Describe and identify golf course management experience necessary for experience qualification as described in this Request for Proposal.

See Attached Proposal

2. Enumerate in detail the duration and extent of your business experience, including, if any, experience related to operating full golf course operations along with concession facilities. Also state in detail the pertinent experience of the persons who will be directly involved in management of the courses and the concession and beverage operation.

See Attached Proposal

3. Please provide any additional information that may be helpful in evaluating your proposal.

See Attached Proposal

SIERRA GOLF MANAGEMENT, INC.



“Traditional Game, Revolutionary Company”!

Request for Proposal for:

Professional Management Services for

Green Tree Golf Course

Project# JM24-089



SIERRA GOLF MANAGEMENT

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May 1, 2024

City of Victorville
14343 Civic Drive
Victorville, CA 92392
Attn: Purchasing/John Mendiola

SUBJECT: RFP - Project # JM24-089

Dear Mr. Mendiola,

Sierra Golf Management is pleased to submit our proposals for the Green Tree Golf Course. Green Tree Golf Course has been a vibrant and historic golf course for many decades in the Victor Valley. It is our goal to improve and propel the golf course into the 21st Century and give it the time and attention it deserves. We have been fortunate to have been managing the facility for almost 10 years. From where we started, we feel we have come a long way. Yes, there have been many challenges and we face many more in the future. But we feel that we understand the golf course, the community and the marketplace better than any other management company.

In our proposal, we will emphasize what Sierra Golf can do to maximize the exposure, maximize the rounds played and maximize the gross revenue of the facility. We are excited with some of the new plans for the building, the new snack bar and the possibility of introducing some new and exciting "growth of the game concepts" for Green Tree Golf Course.

To be successful in this "ultra competitive" business, you need to be familiar with the trends and demographics within the area you operate. Sierra Golf has been operating golf in central California for over 25 years. Sierra Golf currently operates a total of sixteen (16) golf courses in California and Nevada. Our base of operations is centrally located in Chowchilla, CA.

The following pages provide a background for Sierra Golf Management and present our proposal for complete management operations of the Golf Course.



Our company portfolio is broad and diverse. SGM is a management company that brings a combination of owned, leased and managed properties to its portfolio. We provide services in ALL areas of golf operations, including golf course maintenance and food and beverage.

We know that with outstanding leadership, proper strategic planning and well financed capital improvements all of the above criteria can be met.

Let me emphasize that SGM is confident that we can provide the best possible results for the City of Victorville. SGM is committed to providing the following services during the term of our contract:

- Comprehensive, high quality golf course operations.
- Proven, result oriented golf course operators.
- Improved and efficient food & beverage operations.
- Professionally managed staff throughout the entire facility.

Last but not least, I want to discuss the one tangible thing you will get when you engage with Sierra Golf, ***"The Personal Touch"***. You will always work directly with Senior Management of SGM, not some regional manager reporting from 2 or 3 time zones away. We feel that this is such an important aspect of "Partnering" and that this should not be taken lightly. We succeed where others don't because of this trait. We are highly communicative and easily accessible. To us, picking up the phone and going right to the top, that mean's something. It means we care.

We are excited about the prospect of a long-term relationship with the City and City Staff. We hope that a mutually beneficial agreement can be reached, and are looking forward to working with you to reach your short and long term goals.

We look forward to a favorable response to our review.

Sincerely,



Dante J. Bacci, PGA
Chief Operating Officer
Sierra Golf Management, Inc.

1. Executive Summary

Jeff Christensen, PGA

President & CEO

Jeff is the Founder and CEO of Sierra Golf and has been a PGA Professional since 1984. With over 30 years experience at private clubs, resorts, public and municipal facilities, Mr. Christensen brings a depth of knowledge unequaled in the industry. Mr. Christensen's unique ability to problem solve, direct staff, compound resources and administrate complex revenue management during his tenure has made him a leader in the golf industry. Jeff and his wife of 34 years, Kim founded the company and are the sole shareholders of the corporation. Jeff was instrumental in the purchasing, building and development of Pheasant Run Golf Club in Chowchilla, CA, making him one of a select few PGA Professionals in the country that owns and manages his own golf facility. Jeff and Kim have three children, Jared, Conner and Hannahbella.

Dan Bacci, PGA

Chief Operating Officer

Dan is a PGA Professional with 25 years experience in the golf industry. Dan directs all day to day operations at Sierra Golf Management. Dan's experience managing golf operations is broad and ranges from small 9-hole municipal operations to 36-hole resort facilities that include large banquet and lodging facilities. His knowledge of operational procedures, revenue management, inventory control, equipment purchasing, irrigation systems and systems controls is what sets him apart from others in the industry. Dan's experience comes from private, public, resort and municipal facilities in Southern, Central & Northern California and Nevada.

Jon Christensen, GCSAA

Vice President, Agronomy

All aspects of Sierra Golf Managements turf grass, landscape maintenance, construction , water management and the overall daily maintenance are under the supervision of Jon. With the unique distinction of being a current member of the GCSAA and a past member of the PGA of America, Jon has experience not only as a professional, but as an amateur and golf course superintendent. Jon has over 25 years of experience in the private, municipal, public and resort golf course business. Jon is an accomplished golfer, currently retains two course records in California, and has been Club Champion of several golf courses.



Chad Jackson**Vice President of Operations**

Chad joined the SGM team as our Food & Beverage Director and quickly ascended to Regional Manager and now Vice President of Operations. With 15 years experience and his uniquely tailored background in Country Clubs, Food & Beverage and Team Building, it enabled him to become an integral part of the SGM world. His knowledge of operational procedures, revenue management, inventory control and food & beverage is what sets him apart from others in the industry. Chad's experience comes from private, public, resort and municipal facilities from the bay area to the central valley. Chad is currently in the PGA program working towards membership.

Kirk Christensen, GCSAA**Regional Director of Agronomy**

Kirk not only grew up in the golf business he has continued to excel in his field and is a Class A Golf Course Superintendent. With over 20 years of experience, he is knowledgeable in all aspects of golf operations. Kirk oversees multiple facilities in Northern California, as well as the operations at Green Tree Golf Course.

Charles Laizure, CPA**Controller**

Charles oversees the Accounting & Finance functions for Sierra Golf Management. Private enterprise including Fortune 500 companies as well as public accounting are included in his background of 40 years in the Accounting and Finance Profession. Strict adherence to Internal Controls as well as Generally Accepted Accounting Principles help to ensure the soundness of all financial reporting.

Sandi Hartley**Office Manager/Accounting**

Sandi oversees the day to day operations of the accounting and HR department and company compliance with government regulations. She has 42 years of experience in accounting and operations compliance working closely with our Management team to set procedures and maintain cash and inventory control.

SGM has a different approach than most golf management companies. First and foremost we plan on continuing to improve the playing conditions of the golf course. Without consistent and superior conditions your course will never be a first choice course in the area. In our opinion upgrading your daily agronomic conditions is the crucial step. **Improving the playability of the course will continue to help build rounds and building rounds builds revenue.** Understanding local golf economics gives us a competitive edge that no other company but us can bring. Golf is a very competitive business and the challenge of staying viable all depends on the conditions and layout of the course.

Utilizing space in the future for new “growth of the game” enhancements such as golf simulators, practice facilities and food & beverage opportunities will add not only gross income but add the competitive edge we are missing to entice new customers (golfer and non-golfer) to come and utilize this facility.

We understand the City of Victorville continues to subsidize the facility and has for many years. This does not have to be the “Status Quo”, we are open to new ideas to maximize the use of the facility, possibly bring in more revenue and close the gap between income and subsidy. Our goal is to work with the City to help implement their vision of what the facility should bring the citizens of Victorville and surrounding communities.

2. Resume or Summary of Experience

Sierra Golf Management clients benefit from our long history of golf course management experience. We have been successfully operating California golf facilities since the early 1990's and are currently one of the largest regional operators of golf courses in California. We currently lease, manage and/or own sixteen (16) golf properties in California and Nevada, six (6) of which are municipally owned facilities. ***SGM is a selective, "boutique" sized management company.*** We choose to bid your project not because it's available but because it fits our profile; intimate with a small town feel. That's where we want to be....

Sierra Golf Management has the financial ability to fulfill any and all contractual obligations for your facility. We have the strongest of credit ratings and we have secured financial arrangements with the top lending institutions in the industry. We have also secured "National Account" pricing with many of the golf industries leading providers of golf merchandise, golf maintenance supplies, fertilizers, and golf maintenance equipment.

CORPORATE INFORMATION

SIERRA GOLF MANAGEMENT, SGM INC.

P.O. Box 788

Chowchilla, CA 93610

Office (559) 665-4462

Fax (559) 665-4367

www.sierragolfmanagement.com

Federal Tax ID # 77-0444598

Sierra Golf Management Current Roster: 388 Employees (149 full time & 239 part time)

Principals Information:

Sierra Golf Management, Inc. (SGM) is a California "C" corporation. Organized and registered with the State of California in December 1996. The sole shareholders of this corporation are Jeffrey A. Christensen and Kimberly A. Christensen.

Chief Executive Officer:

Jeffrey A. Christensen, PGA

Office (559) 665-4462

Cell (209) 604-9425

Email Address: jeff@sierragolfmanagement.com

Vice President:

Kimberly A. Christensen

Work (559) 665-4462

Email Address: kim@sierragolfmanagement.com



3. Proposer's Qualifications and Performance History

Golf Course	Property Description	Client Since	Owner	Contract Type
Airways Golf Course Fresno, CA	18-Hole Municipal Golf Course	2016	City of Fresno	Master Lease
Belmont CC Fresno, CA	18-Hole Private Country Club	2017	Member Owned	Maintenance Contract
Genoa Lakes Genoa, NV	18-Hole Resort Golf Course	2022	Genoa Golf Group IV	Management Contract
Genoa Ranch Genoa, NV	18-Hole Resort Golf Course	2022	Genoa Golf Group IV	Management Contract
Green Tree Golf Course Victorville, CA	18-Hole Municipal Golf Course	2014	City Of Victorville	Management Contract
La Contenta Golf & Event Center Valley Spring, CA	18-Hole Golf Course & Event Center	2023	SGM, Inc.	SGM Owned
Lemoore Golf Course Lemoore, CA	18-Hole Municipal Golf Course	2021	City of Lemoore	Master Lease
Madera Municipal Golf Course Madera, CA	18-Hole Municipal Golf Course	2009	City of Madera	Master Lease
Micke Grove Golf Links Lodi, CA	18-Hole Municipal Golf Course	2020	County of San Joaquin	Master Lease
Pheasant Run Golf Course Chowchilla, CA	18-Hole Daily Fee Golf Course	1997	Pheasant Run, LLC	Lease Agreement
Plumas Lake Golf Club Olivehurst, CA	18-Hole Golf Course & Event Center	2021	SGM, Inc.	SGM Owned
Ridgemark Golf Club & Resort Hollister, CA	18-Hole Golf Course Event Center & 32 Room Resort	2016	King Ridgemark, LLC	Master Lease
Salinas Fairways Golf Course Salinas, CA	18-Hole Municipal Golf Course	2008	City of Salinas	Master Lease
Tracy Country Club Tracy, CA	18-Hole Private Country Club	2013	Member Owned	Maintenance Contract
Twain Harte Golf Club Twain Harte, CA	9-Hole Semi-Private Golf Course	2023	Member Owned	Lease Contract
Yosemite Lakes Park Coarsegold, CA	9-Hole Semi-Private Golf Course	2011	Yosemite Lakes Park HOA	Maintenance Contract

FINANCIAL REFERENCES for SIERRA GOLF MANAGEMENT

Years of continual business: 30

Year of Incorporation: 1996

El Dorado Savings Bank

P.O. Box 877

Twain Harte, CA 95383

Types of Accounts: Checking, Savings, CD's

Attention: Kelly, Branch Manager

209-586-7213

Tri Counties Bank

613 Trinity

Chowchilla, CA 93610

Types of Accounts: Checking, Payroll

Attention: Vera McClure

Branch Manager

559-665-4868

Wells Fargo

Mono Way Branch

Sonora, CA 95370

Types of Accounts: Checking, Savings

Attn: Jerry, Branch Manager

209-532-3106



4. Demonstrated Experience and Capability to Manage Golf Operations, Maintenance and Food & Beverage

Golf Course Operations

We offer something that other management companies do not, the “Personal Touch”. You will see it imprinted on everything we do at our golf courses. From our common sense marketing programs, high-energy team building, realistic budgeting, accurate and easy to read financials, the list could go on and on. It’s our “perfect size company” that allows us to do this. Our size allows us the ability to leverage national account pricing without sacrificing the “human factor” which is the key element to growth and success.

The cruel fact about golf is “golf has changed” and it has changed dramatically in the last 10 years. Costs have increased, competition has increased. The question is how do you compete in this hostile golf atmosphere? *How do you not only survive but thrive!*

SGM believes in change and improvement... Constant change, change measured not by some big massive capital improvement project, but subtle changes that don’t interrupt play or disrupt the quality of a customer’s day. Players and customers want our product to be consistent ALL Year, not just seasonally. We will give that to them.

To measure the health of a golf course you need only to examine your Annual Rounds report. If your rounds are declining monthly or annually then most likely there is a problem, either with the product (golf course layout or conditions), customer service or the economy. In order to correct the problem you need to identify and understand what that problem may be. Marketing is very diverse today. Electronic media dominates but that does not mean you need to give up the core values of what brings people back to your business.

- Hire and train a staff that is motivated by providing the best, daily customer service. Hiring the proper individual for the proper position is the key. We hire people who want to be hired and are excited to have advancement opportunities.
- Marketing that works: Programs and rewards that are appealing, realistic and make sense. Proven marketing plans designed for the “many”, not the “few”.

Total involvement in the community. Introducing programs designed for golf and non-golf as well. Golf and social events go hand in hand. Golf instruction, youth, environmental, community outreach, social awareness and underprivileged programs will be a high priority for our staff. We understand how important it is to advance the image of this golf property and public awareness of these issues.

- Local Golfers: We must continue to work hard on making the Golf Course accessible to the local clientele. It is an essential element to the success of the facility. Our plan includes a golf membership program designed for today's "new economy golfer". We want to offer a golf membership program for locals that gives them the flexibility to "customize" how and when they play. We know that golfers have many choices, especially in the Valley; our goal is to make Golf Course ***the first choice of Valley Golfers!***
 - Work with the established clubs to better enhance their internal events and propagate participation.
 - Non-Golf events: We need to be more than a golf course at times. Use non-traditional events to create goodwill among the community.

Golf Course Maintenance

Sierra Golf Management understands the importance of providing excellent golf course conditions. Today's golfer demands high quality golf conditions, from public to private to resorts. We also believe it is our obligation to give our golfer the best conditions possible on a day-to-day basis. Since we own, lease and manage our own golf courses, we have individual experience in delivering modern day conditions with modern day technology. We recruit, hire and train all of our superintendents with not only best practice skills but train them in something that is keenly lacking in today's industry, "**common sense**". With the ability to provide specialized equipment, regional support, advanced techniques and ample budgets each and every one of our golf facilities are constantly improving properties. In the future, Golf Courses will be known for having a high level of maintenance conditions at all times. Consistent conditions bring consistent customers. Mother Nature has a thing or two to say about conditions from time to time but what the golf course needs consistently are:

- Consistent playing conditions. Starting with the greens. Right now, the customer demands a high quality putting surface. We will always insist that the greens are A+ greens, everyday. There are certain elements that you can shy away from and still be viable, ***green conditions are not one of them.***
- Turf Quality: When it comes to turf quality it all starts with the best turfgrass cultural practices. However, turf quality needs to be comparable with other facilities in the area. From the health of the turf to the aesthetic appeal of the turf. Always being sensitive to the environmental footprint we leave.
- Water Conservation: Being sensitive to our long-term water needs is vitally important. Working together with our Regional Water Agencies and being



sure we are always working with “Best Practices” will always be our number one goal.

- Top of the Line Maintenance Equipment: Without good, modern equipment you will never be able to provide high-level conditions.
- Sierra Golf Management provides a myriad of services and boasts a very well balanced portfolio. From golf course ownership, management, leasing and consulting, our expertise in golf course management and operations is unsurpassed.

Food & Beverage

Sierra Golf is pleased that construction of the new food and beverage operations at the golf course will begin soon. It is our goal to maximize the overall golf experience at the golf course. This has been a missing component for a very long time.

Our experience in food and beverage operations is far reaching. In our portfolio of golf courses we manage all types of food concessions. This includes smaller “Snack Bar”, type operations and generally prepares well thought out favorites such as burgers, sandwiches, salads, soups, beer, wines and at some snack bars, full liquor. Some of our facilities include full service restaurants serving breakfast, lunch and dinner along with full banquet facilities for weddings, special events, etc.

With the new remodeled facility we will plan on serving breakfast and lunch daily. Along with nicely prepared food we propose a coffee bar (lattes, teas etc) and serving craft beers and wines.

Sierra Golf Management owns several liquor licenses with The State of California Alcoholic Beverage Control and has acquired P-12 License Status within the department.

6. Quality Control Program

Systems and controls. The bottom line is this: ***You have to have them.*** You have to constantly improve them. Technology changes quickly and so must your cash control systems and operational policies. At all SGM facilities we employ the highest standards of cash control. We currently use:

- Point of Sale (POS): *Club Caddie*
- Tee Time Reservation: *Club Caddie*
- Credit Card Processing: *First Pay*
- Membership I.D: All monthly and annual players have profiles integrated into our POS system for checking in and sales tracking.
- Security Systems: All POS terminals and offices are set up with security cameras that can be monitored in “real time” from any location.
- Tee Sheet Utilization: The key is to balance your events so you can maximize your tee sheet and daily rounds played. It takes good planning and a good “Marshal Program”. Tournaments can be a viable part of a golf operation and we will actively engage in propagating internal and outside special events.
- Merchandising: Sierra Golf believes that a good merchandising plan always enhances the image of a golf operation. We are one of the largest buyers of golf merchandise in California. When we buy shoes, we buy 1,000 pairs at a time, passing the savings on to our clients. We plan on continuing an aggressive merchandising plan. We plan on carrying price sensitive, designer and entry-level merchandise. We want to appeal to the golfer and non-golfer alike. Look at any of our golf shops and you will see that we believe in a strong merchandise program.

Partnering: What it means to Sierra Golf Management

SGM feels golf is a relationship business. This is also true when choosing a golf course management company. At Sierra Golf, we believe in agreements that make fiscal sense for both the client and the management company. We both know the importance of working together for the common goal. Proper golf course management consists of personal on-site visitation and consultation in order to be effective. All of SGM’s properties, whether owned, managed, or leased receive at a minimum:

- **Availability to speak with Senior Staff at any time**
- **Monthly site inspection from Regional Manager**
- **24/7 support from all corporate staff**
- **Qualified Superintendents and Golf Professionals on-site**



7. Subcontracting

SGM provides all levels of complete golf course management services including golf operations, course maintenance, food and beverage services, marketing, general and administrative, community public relations, human resources, accounting, capital budgeting, equipment purchasing and financing and construction management.

SGM is not planning to subcontract any portion of the contract at this time.

8. Employees

Current Staff: Green Tree current staff is 16 total employees 7 of which are full time and 9 part time. With the new pro forma and directive under the new RFP the amount of full time will increase by 2 in the maintenance department and 1 in the pro-shop when the new snack bar is opened.

SGM has always tried to hire locally within the community and *will evaluate all current golf course employees*. SGM hopes to retain the majority of the staff currently employed at the course. Our policy is never to come in and “clean the slate” and start over. We firmly believe in retaining staff and after a probationary period re-evaluate each employee. At times we have found that changes in personnel are necessary. We have found that this is usually that the employee is in the wrong position or they are not being challenged enough or the position was too challenging.

Sierra Golf Management employs qualified professionals at all levels of our organization. At all of our facilities we employ PGA Class “A” Professionals or apprentices working towards membership and Class “A” Golf Course Superintendents or apprentices working towards membership in management positions. SGM evaluates each facility to determine first, the structure that best suits that particular facility, second, which of our people would best be suited to operate the facility and third, what type of search we will conduct to hire the best possible person(s) for the job. *In most circumstances we always try to hire locally within the community.*



9. Employee Benefits

Employees of SGM enjoy the following company benefits:

- Competitive compensation package
- Bonus incentives
- Educational/traveling expense
- Advancement opportunities company wide
- Vacation pay
- Sick pay
- Basic health care compensation
- Club benefits
- Alternative income opportunities
- Positive working environment
- SGM is an equal opportunity employer.

10. Employment Practices

Practices and Hiring

Employee hiring practices is something SGM is very proud of. Because our golf courses are as diverse as the area they are located, we have been fortunate to hire employees just as diverse. We maintain employment practices that include the hiring of all genders, race, creed and religion. We also work with special needs organizations such as WATCH and enlist their help on a regular basis.

Injury/Wellness and Safety

SGM uses a variety of internal and external audits to ensure employee safety and wellness. We implement weekly safety and training seminars as well as use a combination of factory training, seminars and recertification. We hire outside consultants to perform yearly safety audits at all SGM facilities.



All employees receive our company handbook which clearly spells out employment policies and procedures. All employees have on-line access to their employee portal through our payroll provider as well as access to our Human Resources Department at the corporate office for both English and Spanish speaking employees.

Copies of our Employment Handbook as well as our Injury/Illness Prevention Program (IIPM) are available to you upon request.

11. Affiliations and Accreditations

SGM maintains and participates in the following organizations:

- PGA (Professional Golfers Association)
- GCSAA (Golf Course Superintendents Association of America)
- CGCOA (California Golf Course Owners Association)
- NGCOA (National Golf Course Owners Association)
- VGM (National Buyers Group)
- California State Licensed Landscape Contractor

Note: Sierra Golf Management possesses and shall maintain any permits, licenses, or professional credentials necessary to perform the Scope of Services as specified under this RFP

12. Criminal Background Check

Sierra Golf Management shall adhere to all applicable background check requirements as stated in the RFP. Current employees and any new hires that are employed at Green Tree Golf Course will be subject to criminal background checks.