

# CITY OF BLUE LAKE

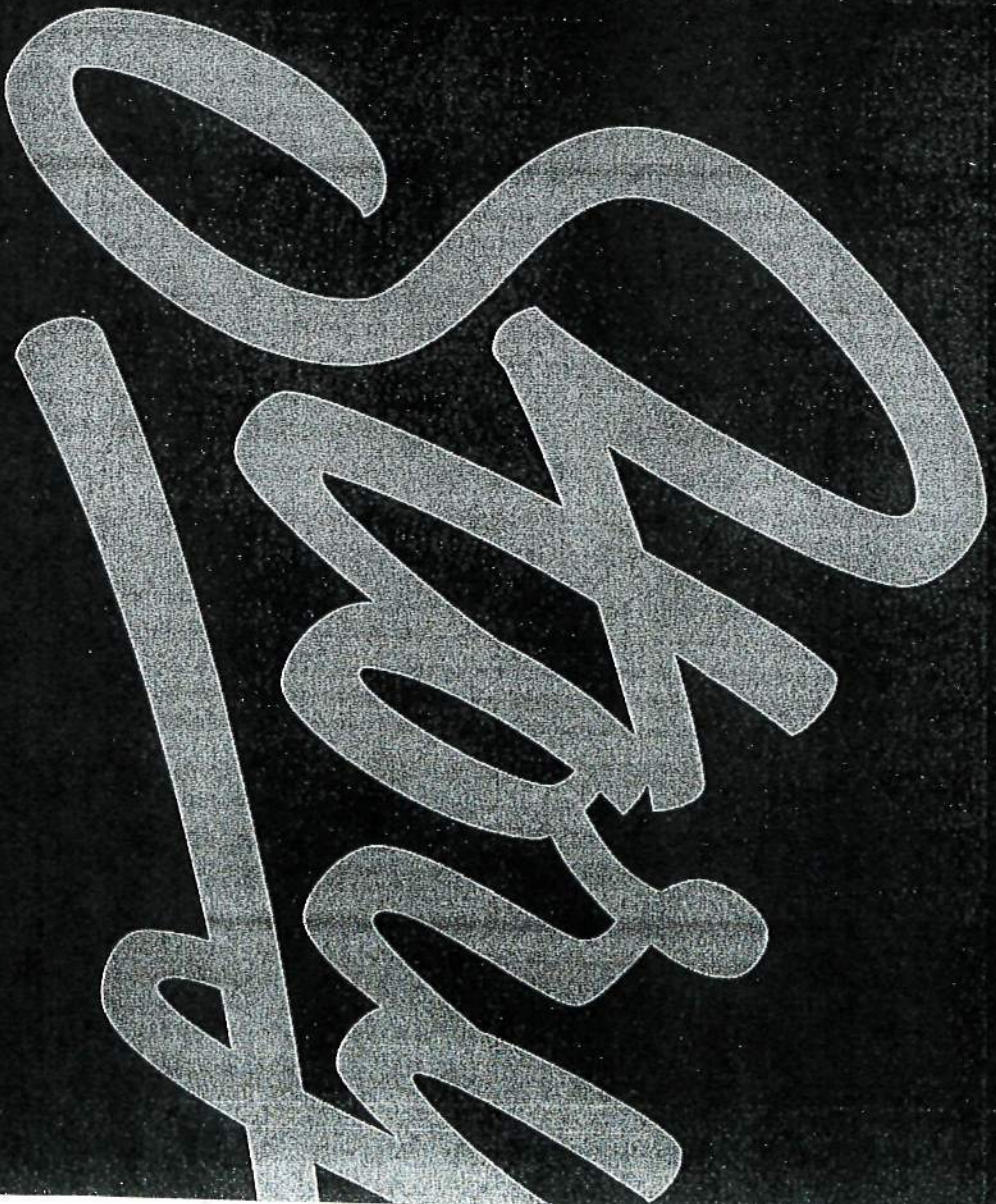
FEASIBILITY & BLUESKY PROPOSAL  
(contract # XXXX)

September 2021

Presented by:  
BEN THOMPSON

Chief Strategy Officer

ben@storylandstudios.com



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Storyland Studios, 154 Station Road, Amersham HP6 5DW

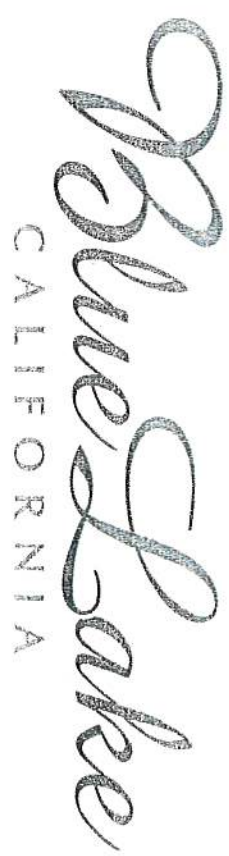
September 20, 2021



The journey is the destination.

Emily Wood  
City of Blue Lake  
916-990-7848  
parksdirector@bluelake.ca.gov

September 2021



Dear Emily,

It is our pleasure to be able to present the enclosed proposal for the City of Blue Lake RFQ - California.

We are extremely excited to offer our expertise in delivering projects of this nature, and as a team we believe we fully align with your requirements and vision having had the chance to review all of your documentation and spending time researching this fully in anticipation.

Our team of over 100 experts are on hand through-out and will support you every step of the way, we start with the end in mind, and we are highly effective at executing projects of this creative calibre whilst keeping them grounded in the realities of delivering on time and to a budget.

The enclosed pages contain example projects, qualifications, and information where we hope to demonstrate our ability to deliver creative, engaging, progressive and methodical studies where we consider every element of what a successful destination is and help you navigate through the complexities of delivering such an incredible, but complex, project.

Please let us know if you have any questions for us. The team and myself are extremely excited about coming alongside of you!

Sincerely,  
Ben Thompson  
Chief Strategy Officer  
Storyland Studios Ltd.



# ABOUT US

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## About us:\*

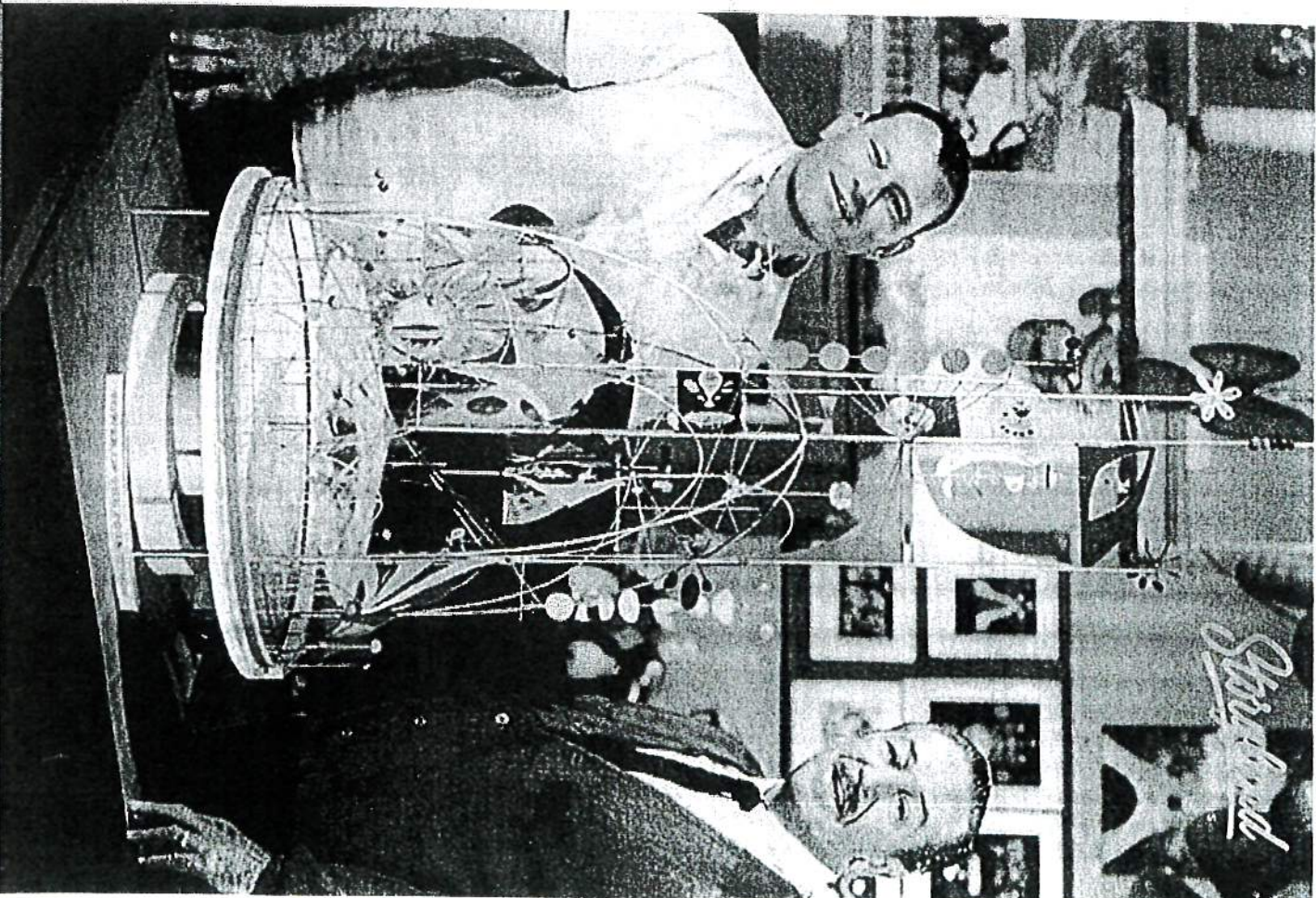
Storyland Studios is a multi-disciplinary design and production firm focussed on location based entertainment, themed resorts, cultural destinations, attractions and exhibits. Launched at the start of the new millennium, Storyland Studios was conceived to help storytellers tell their story in three dimensions:

- **Strategic Storytelling:** *Design that you walk away with.*
- **Digital Storytelling:** *Design that you interact with.*
- **Spatial Storytelling:** *Design that you walk into.*

Our Storyland Studios crew of artists, architects, storytellers and strategists have used the transformational power of story to connect with the everyday "Plain Jane" or "average Joe" of our clients' targeted audience. Our Spatial Storytelling studio has provided design, master planning, architecture, interior design, experiential theming, signage design, project management, construction management and technology services to hundreds of clients. Storyland Studios have a strong Walt Disney Imagineering heritage, with many of our creative leadership having spent their formative years as Disney Imagineers.

It is our goal to help clients navigate the complex maze involved with modern design and construction projects by being your development partner from dream to dedication day and beyond. Storyland Studios's full range of services includes Strategic Branding, Feasibility Analysis, Master Planning, Creative Development, Architectural Design, Interior Design, Construction Management, Turnkey Development, and Interactive Media / Web Development to tell your story from the ether to environments.

\*The information contained in this document is not an offer to provide, or a solicitation to sell, any product or service in any jurisdiction in which such offer or solicitation, purchase or sale would be unlawful under the appropriate licensing laws or other laws and regulations of such jurisdiction.

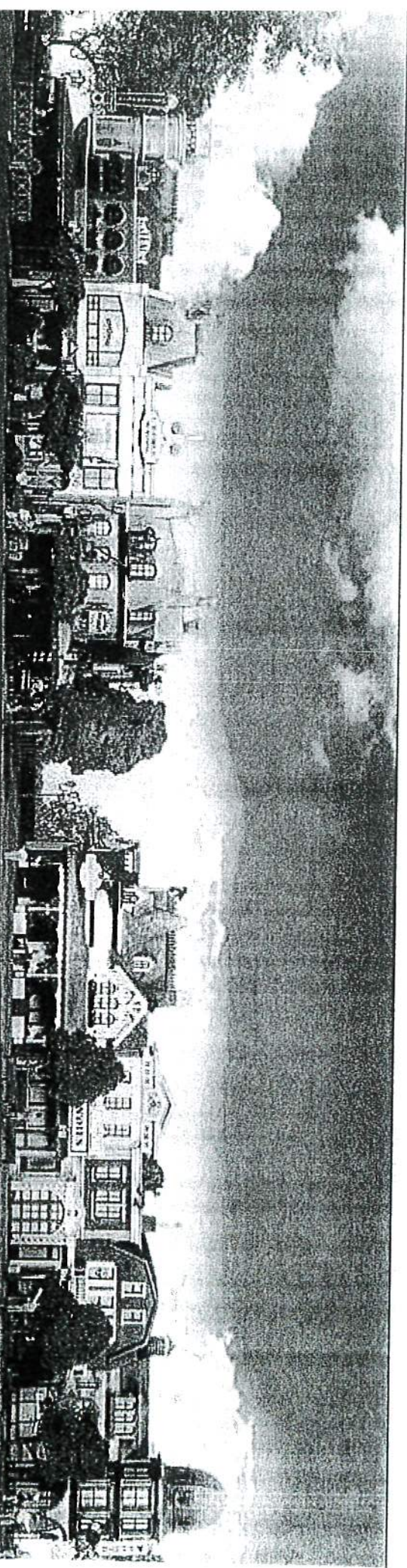




## Who we are: (cont'd)

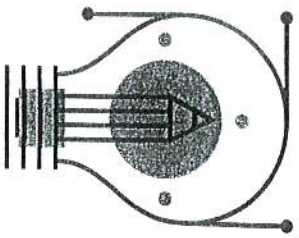
The spark for Storyland Studios' successfully distinct approach lies in the desire and conviction to find each project's unique Design Characteristics. Rather than a "one-size-fits-all" design approach, each design is uniquely based on the specific desired content, cultural, climate, geographical, and built influences of your brands. This approach goes beyond conventional creative design, architectural & engineering approaches by integrating multiple specialty disciplines (e.g. Theming, Signage, AV, Lighting, Landscape Architecture, etc.) in experiential placemaking. Our in-house "Dream to Dedication" suite of services complements state-of-the-art design documentation. Collectively, these unique strategic competencies have led to our proven ability to facilitate high-impact, yet cost-effective design strategies.

# Every project requires a unique design approach.





Our 3-Dimensions of storytelling, in more detail:

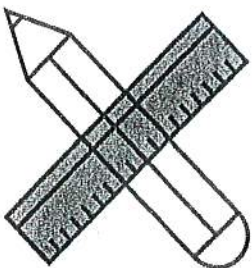


## STRATEGIC STORYTELLING

Design that you walk away with.

This area is all about strategic planning and all things related to brand development and brand eco-system planning (from strategy, to creative execution). This disciplines also involves things like IP creation, attraction launch planning, Market Feasibility Studies, Marketing Strategy, Employee Experience and Branded Service Design as well as production and design implementation.

Strategy is always the tip of the spear across disciplines, sometimes only as a participant in a larger experience project, or sometimes in more of a leading capacity if we're developing a new brand and experience.

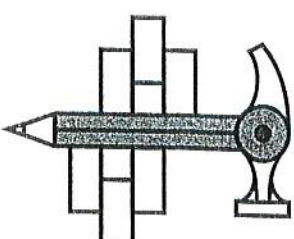


## DIGITAL STORYTELLING

Design that you interact with.

This area comprises all things related to interactive and digital experiences. From Custom interactive development, character animation and deformation, custom web development, UI and UX strategy and design, Database and system integration, API development, Content Strategy, Augmented Reality, New Media, virtual production environments, Touch-technology and 1st party data strategy.

Interactive storytelling is a key integrated element in virtually every project and sometimes IS the project.



## SPATIAL STORYTELLING

Design that you walk into.

This area is all about the planning, design and development of physical space — whether that is a specific attraction, experiential retail, or a masterplanned mixed use development project.

Through our spatial storytelling we offer Concept Design, master-planning, architecture, storyboarding, program development and scripting, set design, placemaking and wayfinding systems, audio-visual development, modelling, fabrication, and installation.



Just a selection of our trusted clients:

THEME  
PARKS



VISITOR  
CENTRES



GAMING  
& FILM



CONSUMER



FOOD &  
BEVERAGE





# OUR TEAM

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## YOUR PRINCIPLES:



**Ben Thompson**  
Chief Strategy Officer  
{Your Project Executive!}

Ben is always thinking "what's next?". He's the leader of our strategy practice and heads up our international business. Ben is a marketer and strategist by training, with twenty years' experience under his belt from time at Mars Incorporated, the Walt Disney Company, Merlin Entertainments / LEGOLAND and also time running his own business and is an entrepreneur in his own right, with several successful start-ups under his belt.



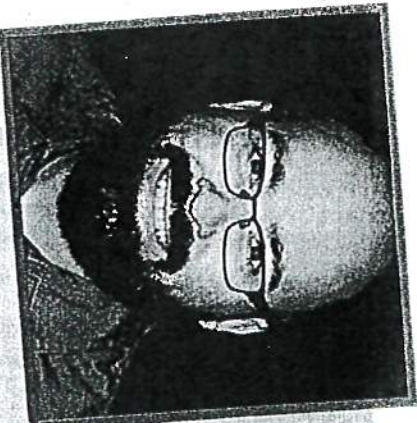
**Pete McGowan**  
Chief Experience Officer

Peter serves as Chief Design Officer at Storyland Studios where he leverages his passion for storytelling, brand development, and technology. Peter provides story oversight, design leadership and creative solutions from the ether to the environment for clients around the world. He is also the Design Principal and Co-Founder of our sister company PlainJoe Studios. Prior to that, Peter held positions at IBM, Johnson & Johnson.



**Mel McGowan**  
Chief Creative Officer

Mel creatively leads Storyland Studio's unique, multidisciplinary Spatial Storytelling practice, which integrates master planning, conceptual development, architecture, interior and production design, graphics and wayfinding, and dimensional fabrication and installation. He combines his background in film and design with a decade-long stint at the Walt Disney Company to create a team synergy inspired by Disney's original Imagineers, designers, and fabricators.



**Blake Ryan**  
President

As President of Storyland Studios, Blake's focus includes leading our team with a (sometimes unhealthy) hyper-focus on championing creative collaboration and clarity. He also serves as President and Managing Principal of PlainJoe Studios. Prior to that, Blake held various C-Suite roles with nonprofit organizations in the U.S. and around the world, overseeing operations, finance, and marketing.



YOUR CREATIVE LEADERSHIP & PROJECT MANAGEMENT TEAM:



**Bruce Green**  
Senior Architect  
Master Planner



**Jim Clark**  
Executive Creative  
Director



**Johnny Davis**  
Senior Creative  
Director



**Matt Ferguson**  
Chief Innovation  
Officer



**Jeff Wyatt**  
Executive Director of  
Spatial Storytelling



**Andrea Pereira**  
EA to Ben Thompson  
Executive Producer



**Josh Steadman**  
Senior Art Director



**Michael Mellilli**  
Director of Story  
Development

A full CV of a specific team member is available upon request if required.



# PORTFOLIO

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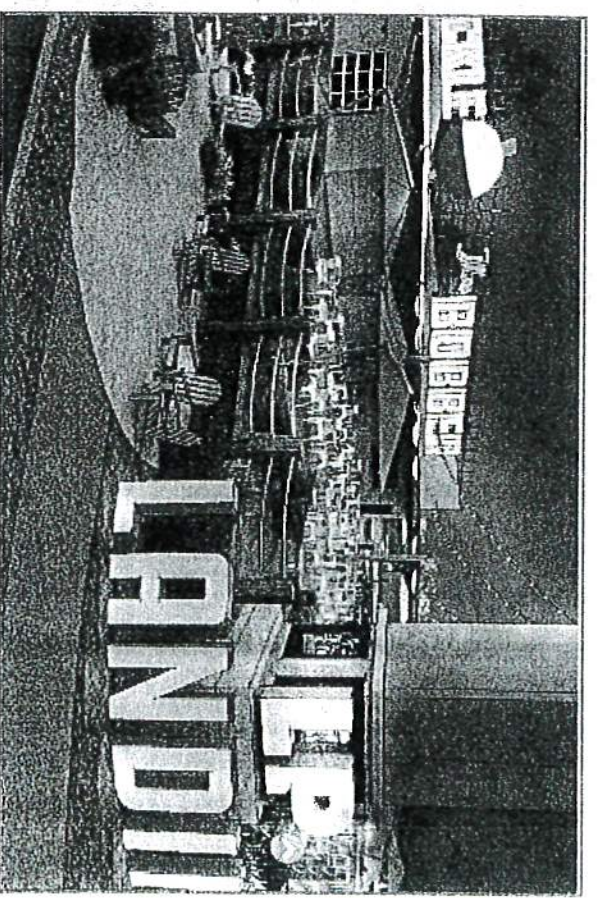
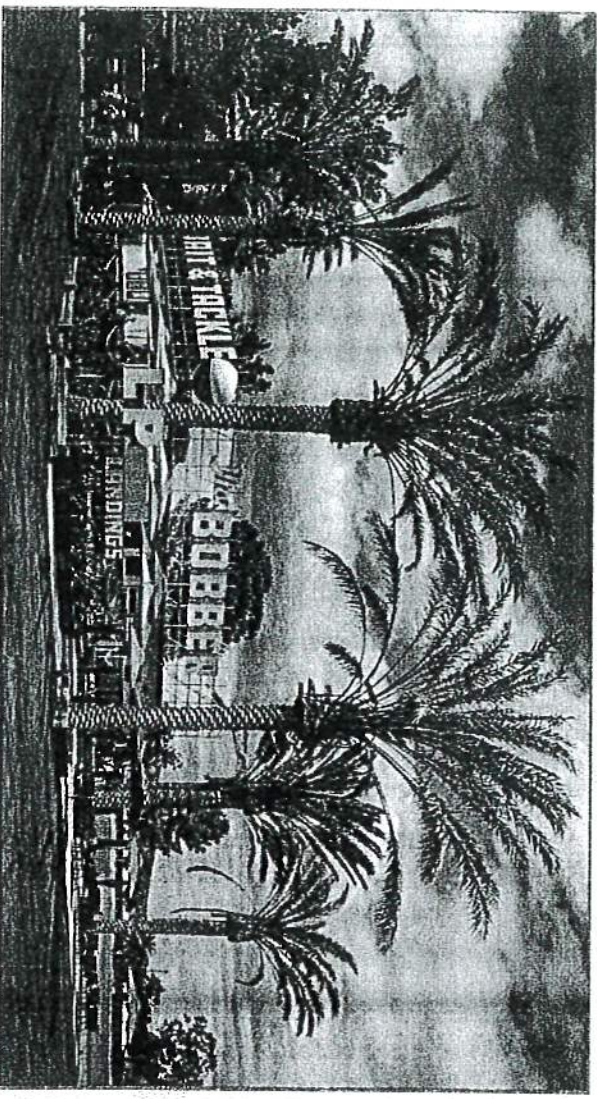
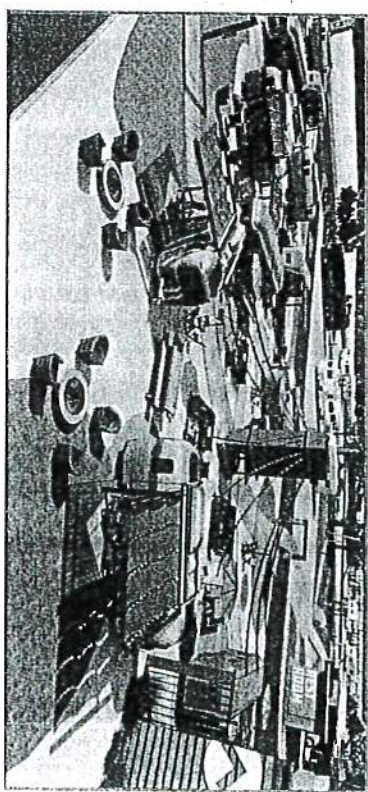
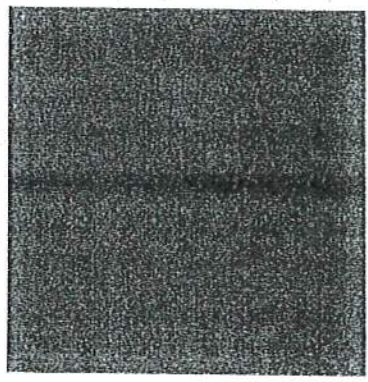
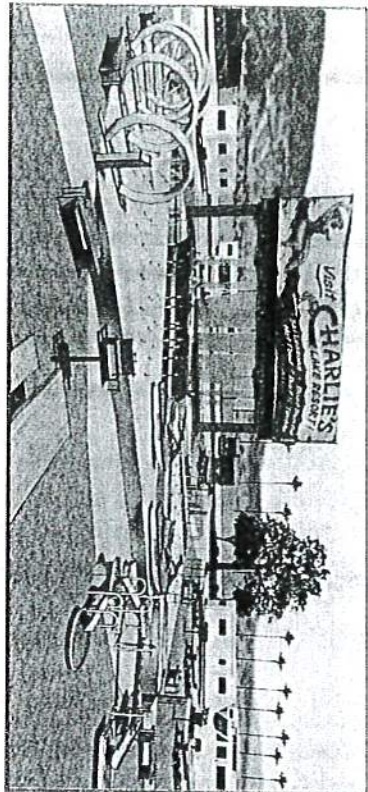
LAUNCH POINT - <https://launch-pointe.com/>

Storyland Studios, worked with the city of Lake Elsinore to reposition and rehabilitate their historic lakeside campground. We pitched the idea of blurring the line between a municipality and a privately owned RV park and destination in order to create something extraordinary and unexpected for campers, families, and water sports enthusiasts. This initial investment is a part of a much larger effort on the part of the city to revitalize the use of their most valuable natural resource, the lake at the center of their community.



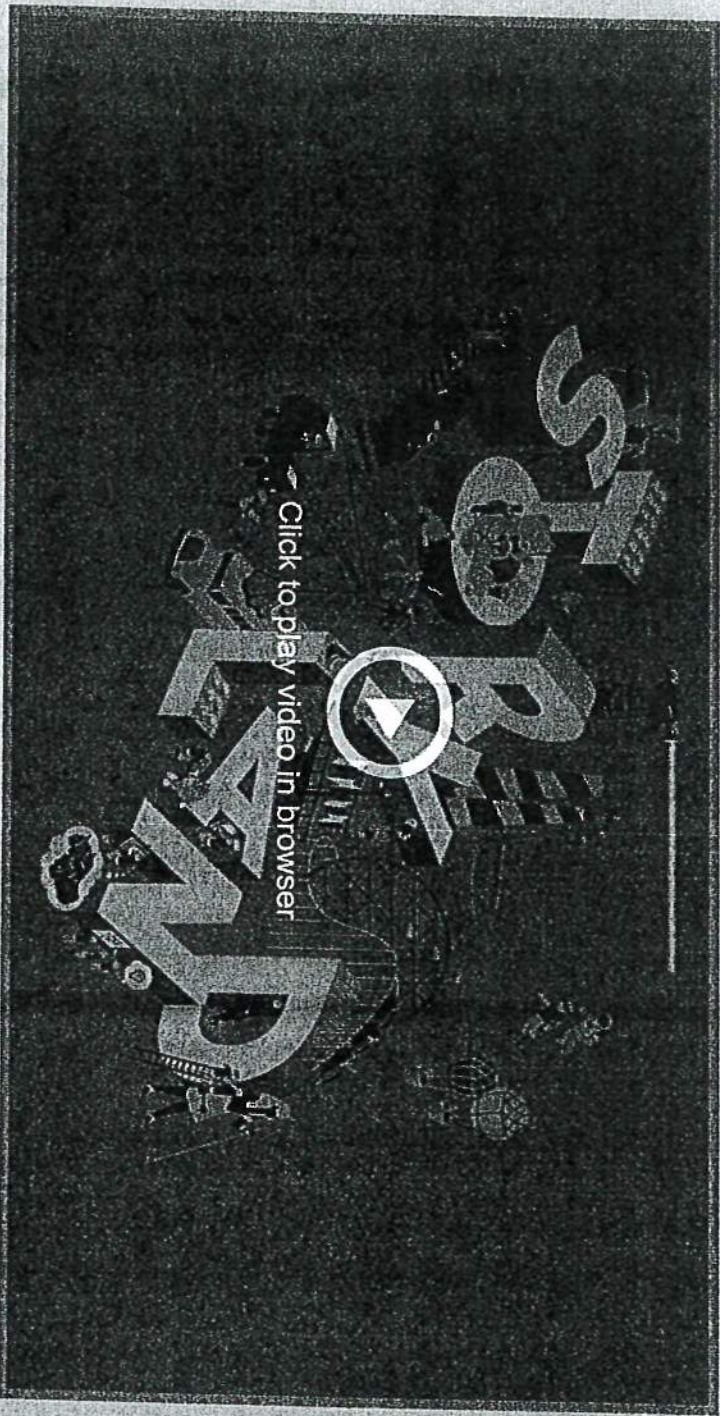
# LAUNCH POINTE

RECREATION DESTINATION  
AN RV PARK





# DIRECTORY



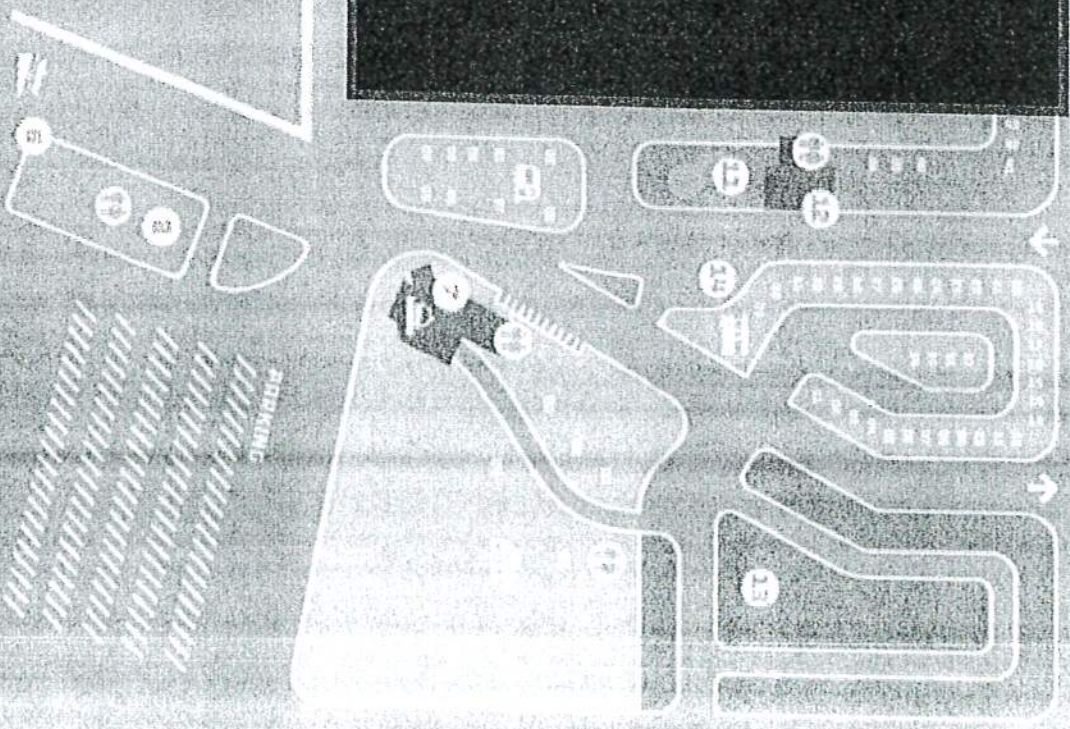
Click to play video in browser

- BY CAMPING**
- 1 AQUARIUM/LAKE
  - 2 JUNE CAMP
  - 3 TRAMPOLINE COURT
  - 4 BOAT FIELDS
  - 5 TRACK & STROLLS DRIVE
  - 6 TWILIGHT FIELD

- CAMP SUITES**
- 7 VINTAGE VILLAGES
  - 8 WEST VILLAGES
- BOATING**
- 9 BOAT LIFT/BOAT
  - 10 FISH CLEANSING

- LP LEARNINGS**
- 11 DATE'S TRUCKLE
  - 12 PUP BONDEN
- COMMUNITY**
- 13 INTERACTIVE
  - 14 BOOMER ON TV APPROPRIATE
  - 15 RECREATION VILLAGE
  - 16 MOBI

- SERVICES**
- 17 CHECK-IN
  - 18 LONG-TERM RV STORAGE
  - 19 RV PARKING STATION
  - 20 RESTROOMS
  - 21 AND MORE HERE



The background/bridge features the actual map and signage our team developed for LP.



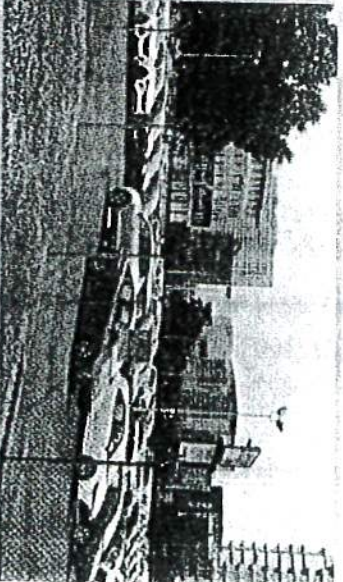
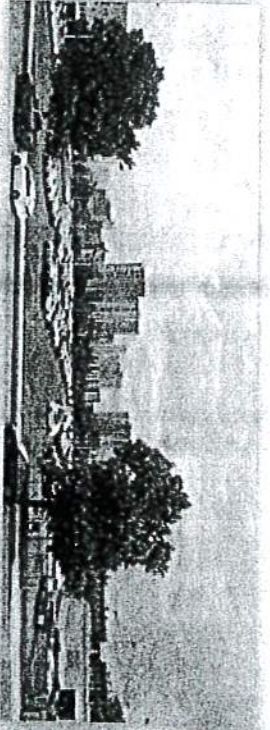
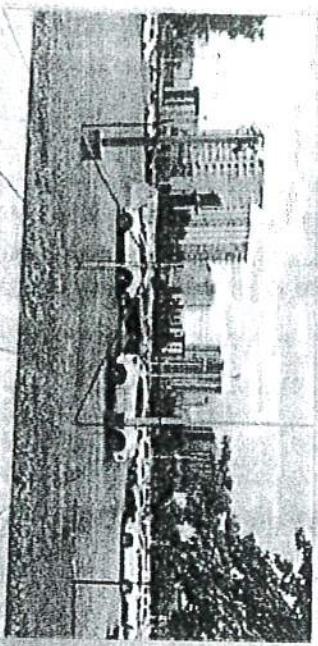
*Storyland Studios*  
STUDIO

## NASHVILLE EDGEHILL COMMONS

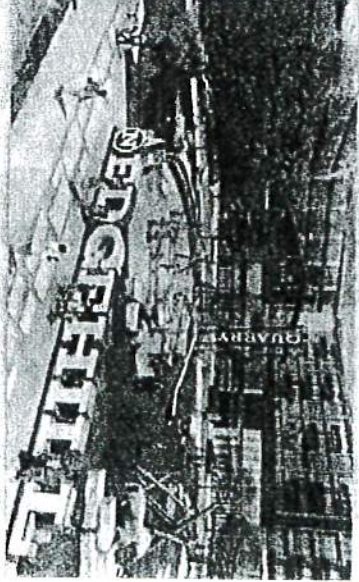
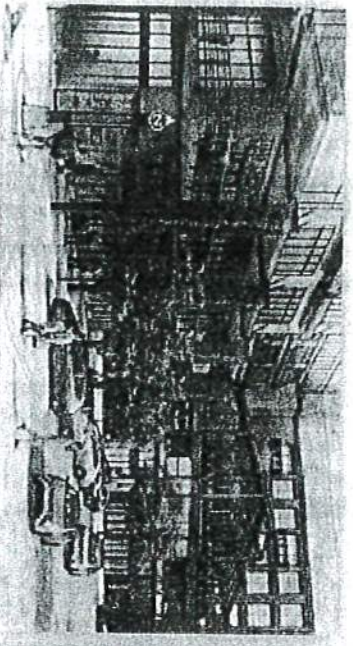
Transforming a bland car park into a sustainable destination where retail, F&B and housing all come together to create a dynamic urban retreat. Edgehill is a historic Black neighbourhood, just south of Nashville, TN. Edgehill Commons is a primer RD&E development, bringing a boutique hotel, adventure park, community centre, and nature trail. The park is inspired by a historic local artist, William Edmondson, who was the first African-American artist featured at the MoMA in 1937. The park + playground, dubbed The Quarry, features slabs of limestone, wooden posts, and slides, insuring adventure, and discovery. The architecture blends both historic design of the area & modern design.

Brand Identity | Brand Design  
| BlueSky | Master Planning |  
Concept Illustration | Interior  
Design | Spatial Storytelling

BEFORE



AFTER

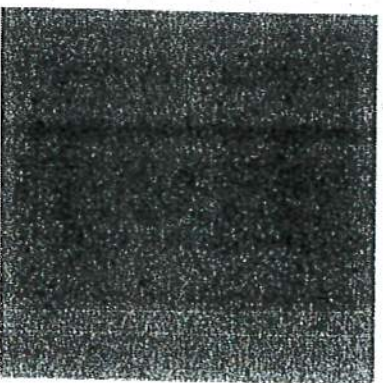
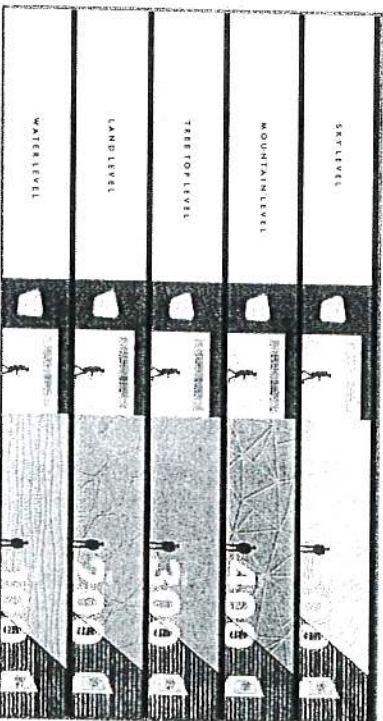
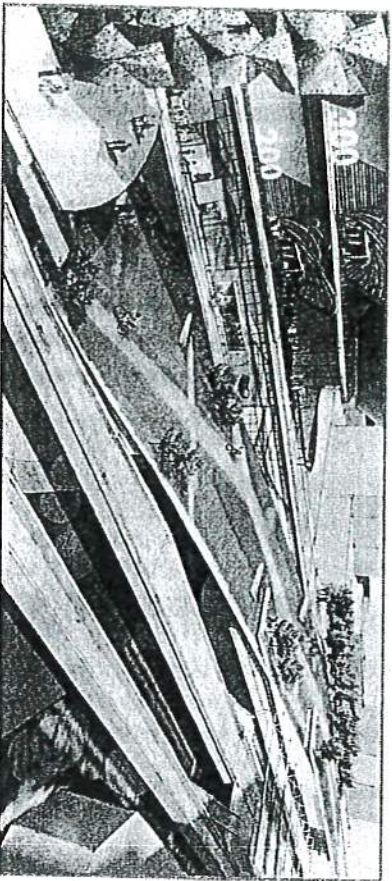
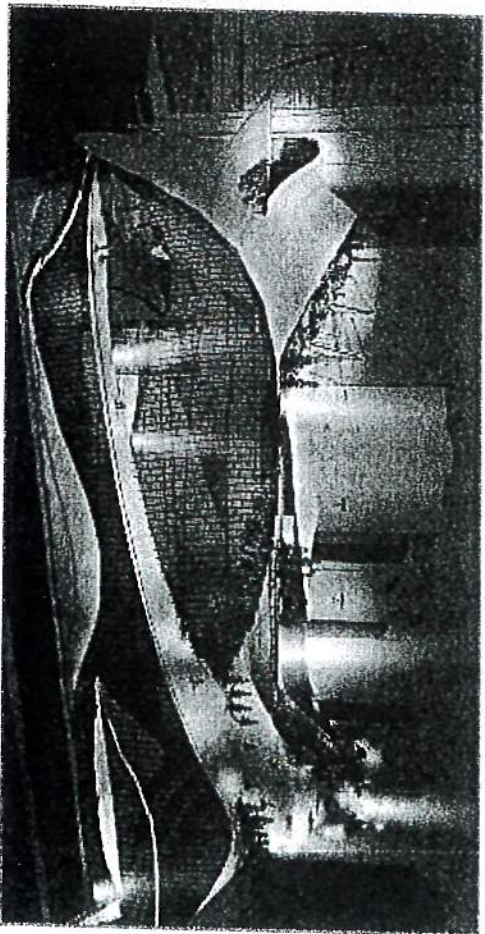
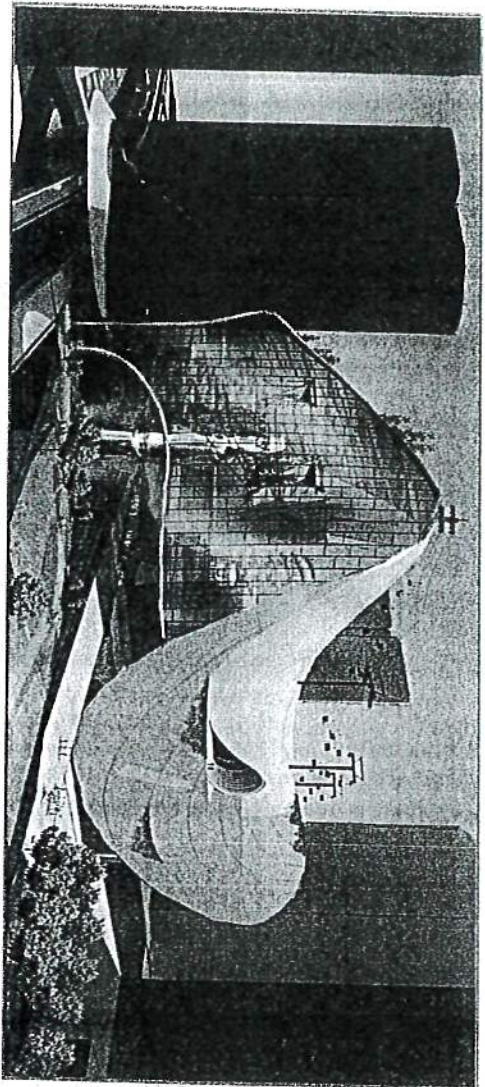




VANCOUVER AQUILINI - <https://www.aquilinicentre.com/>

Vancouver Canucks Aquilini Centre is a hockey arena and urban district being reimagined as a vibrant community destination that is walkable and welcoming for the entire city. Combining restaurants, residential, retail, and recreation along with family activities, hospitality, and attractions, the district will entice and engage Vancouver residents and visitors to live "like every day is a home game." The multi-level spiraling structure envelops the arena in five levels of activities that reflect Vancouver's reputation for world-class outdoor recreation. Rising from the sea, land, and forest levels, to the mountain and sky-levels, guests will experience unique dining and adventures to fit every taste.

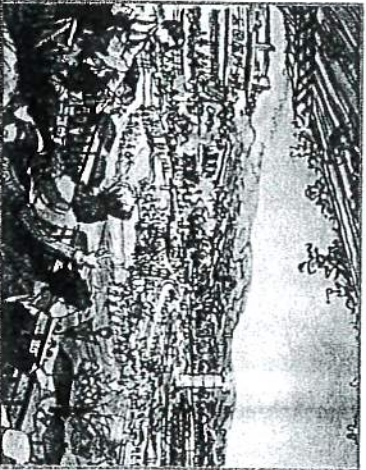
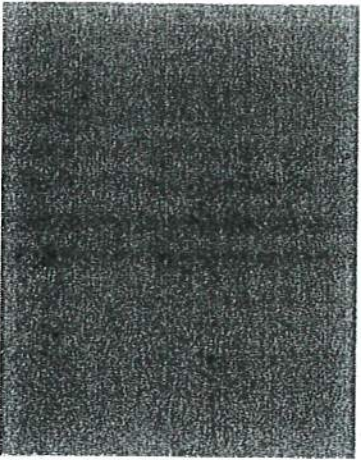
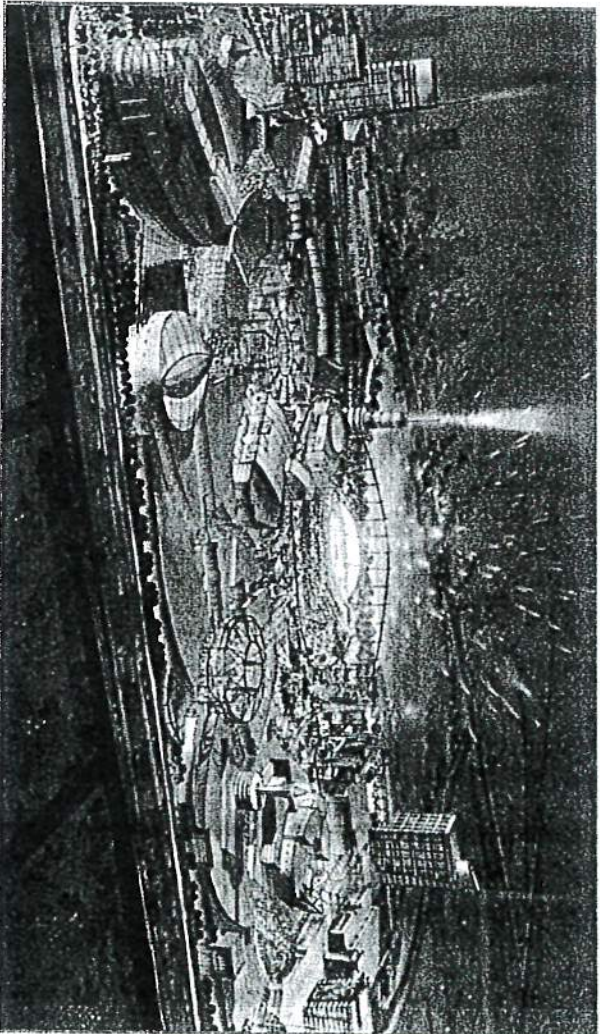
# aquilini centre





SEOUL GRAND PARK - <https://grandpark.seoul.go.kr/main/en.do>

As part of an international design team led by ima, PlainJoe assisted in the redesign of the 552 acre Seoul Grand Park, currently home of Seoul Land theme park and the Seoul Zoo. The design concept centered on the LOST WORLD theme park, the LOST CONTINENT water park, and a TREE OF LIFE treehouse resort hotel, tied together by the CIRCLE OF LIGHT retail, dining, and entertainment district.



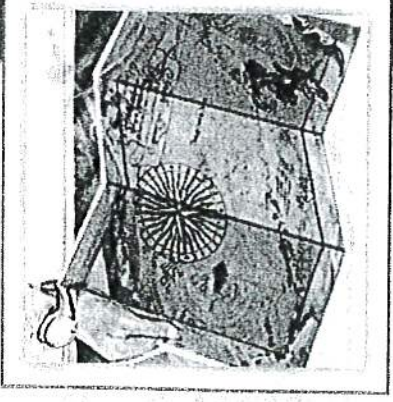
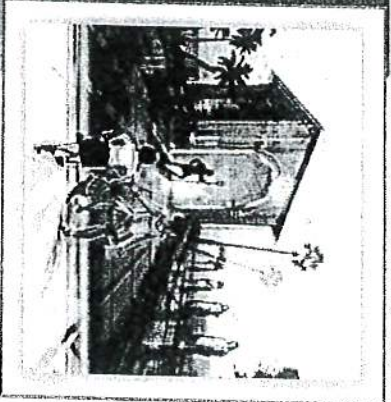
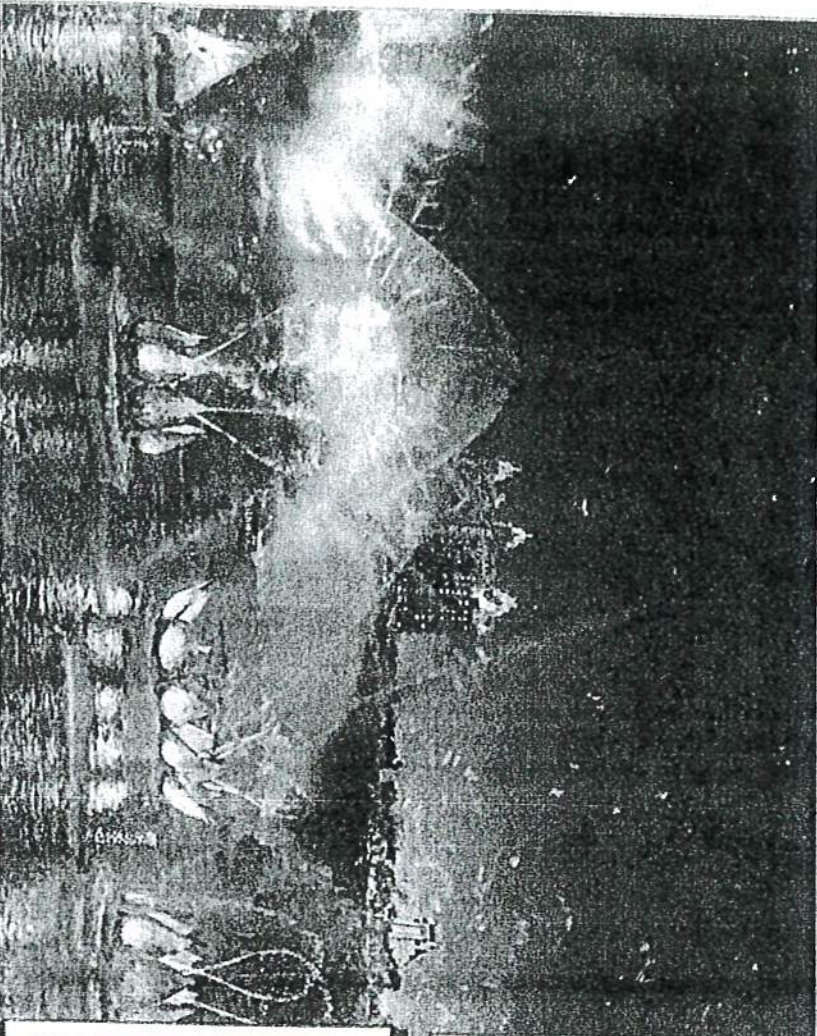




## AQUAVENTURE WORLD - <https://www.atlantis.com/dubai/atlantis-aquaventure>

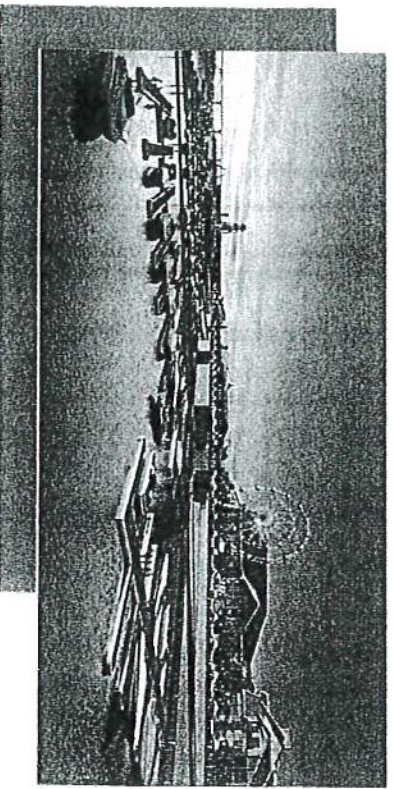
Our team at Storyland Studios set out to create an aquatic world that's more than just a well-designed theme park. Atlantis is a name deeply connected to a rich, mythological meta-narrative. The underlying mythology and characters already existed in the hearts and minds of people around the world, waiting to be borrowed and built upon. We drew on the themes of Greek mythology, conservation, sustainability, and, most importantly, fun to create a layered story for the Aquaventure theme park. Those elements, combined with a gamified, personalised choose-your-own-adventure motif, would propel guests into a thrilling, edutainment experience to raise their pulse and lift their spirits. Park adventures would feature the Greek gods Poseidon, Chronos, and Artemis, and guests would be free to choose which god's faction to join during their visit.

Blue Sky | Attraction  
Design | Experiential  
Storytelling | Immersive  
Experience





Some bonus projects to enjoy:

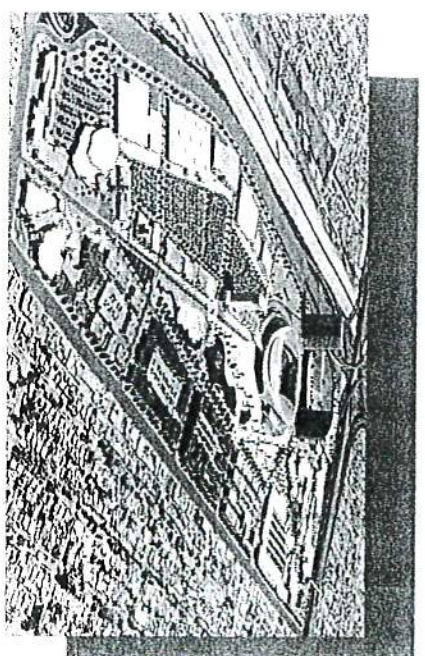


**DISCOVERY PIER/ St. Louis, MO**

This 200 acre waterfront destination resort is being developed on landfill adjacent to the only protected marina site in the St Louis metropolitan region, adjacent to the historic "Chain of Rocks" bridge which is part of the world-famous Route 66 on the Illinois/Missouri state line. Discovery Pier features a retail, dining & entertainment district at the base of the iconic lighthouse, an indoor waterpark hotel, lodging, and active adult residential.

**ANGELES FIELDS / Los Angeles, CA**

Angeles Fields is proposed to be a 300 plus acre mixed-use development anchored by three unique major retail centers, a new state of the art football / soccer Stadium with seating for 70,000, a 500 room business hotel, 200,000sf Regional Convention Center and adjoining 1,000 room hotel and two 20 story office towers. Residential will comprise of 1,500 multi-family over street retail and live / work units and 500 lofts. The Development will feature lifestyle retail including restaurants, apparel, national anchor retailers, boutiques, theaters, and sports themed shopping. The heart of the project is a grand urbane open space dubbed Angeles Fields which will serve as a civic green for the world city of Los Angeles.





# SCOPE OF WORK

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### THE STORYLAND PROCESS

Our collaborative and transparent process is calculated to provide maximum efficiency and powerful, ongoing storytelling by ensuring client review and comments or approvals at several key steps along the way. We love client representative(s) to play an active role on the development and provide input and insight into all aspects of the development. This client participation ensures an absolute minimum of repeat effort, ensuring our project advances in the most efficient, cost-effective and valuable way.

### OUR BLUESKY PHASE

The Bluesky Phase is a chance for our experts to partner with your team and dream about the future. During this phase of work, we'll work with you to discover your unique story and develop a way to bring it to life in your facility.

The first step is **Discovery**. We'll work with you to gather information about your history, demographics, regional area, and current facility usage. In this Discovery Session we'll dive into who you are as an organization and how your new, or renovated, facility can best reflect your unique DNA.

With this information, we'll craft a **Big Idea** that will serve as the backbone of the project for the remainder of the Bluesky Phase and throughout all of the project's development.

Once you've had a chance to review and approve the Big Idea, we'll begin our internal design workshop that culminates with a Bluesky StoryBoard Package. This document presents the project's Big Idea, lays out the design direction, and brings to life an initial design pass for what the facility could look like. Depending on your project needs, it may include a master plan, concept sketches, graphic mockups, or concept floor plans.

This is by no means the end of the design process but just the beginning. Future phases of development will continue to refine the designs while determining layouts, sizes, materials, and other technical specifications.



#### OUR FEASIBILITY STUDY PROCESS:

Our feasibility study process helps us to understand the costs and benefits of the project. The results of this study are clear metrics and forecasts, based on industry benchmarks and market research data, that demonstrate the available economic opportunities of the project. This study allows you to be more secure on the financial risk and benefits of the project as well as create projections of attendance and realistic returns on the project's investment.

The main objectives of the feasibility study are summarized as follows:

- To study the concept and the scope of the proposed attractions as it relates to potential market acceptance and income-generating capability.
- To determine the total market size and trading area characteristics necessary to sustain the project, as well as determine competitive factors for this project.
- To develop attendance/patronage/usage estimates, pricing policies, planning factors and income generating potentials for a warranted development.

Preliminary Topline Economic Analysis includes:

- Attendance estimates
- Revenue projections
- Per Capita spending on admissions, retail, merchandising, photography and VIP services
- High-level Ticketing Strategy to maximise attendance and yield
- Operating Expenses (as a percentage estimate of respective revenues)
- Operating Profit and Payback Period (NPV)
- Net Operating Income / EBITDA
- Warranted Investment

**The feasibility study  
is an essential part  
of any plan of work,  
because it asks the  
crucial question,  
“What will it take to  
make this real?”**



DELIVERABLES:

Feasibility:

- Site Analysis
- Environmental & Engineering Report
- Needs Assessment & Recommendations
- Financial Analysis, Projections & Options for Operating Structure
- Secondary Revenue Opportunities (e.g. Revenue from Retail, Dining & Entertainment)
- Documentation for Grant Applications & Grant Management Services

BlueSky:

- High-level Project Masterplan (Hand-drawn detailed sketch of how we see the facility being developed)
- Architectural Rendering (Photo-quality representation of our creative vision for the site) Too include RV Park & Campgrounds, entertainment Facilities, Outdoors Activities, Parking Facilities, Restaurants, Retail, Recreation, Fishing & Equine Facilities

Phase 1 Budget Estimate Development:

In addition to the scope above we will assist you in developing a phase 1 budget estimate to accompany the grant application.

Please keep in mind that this budget is not a price guarantee. Costs will continue to develop and change as the project moves forward.



INITIAL

Emily Wood

Initialing indicates that City of Blue Lake has read and understands all of the above and that:

- SLS is not a builder and cannot generate or guarantee any construction numbers.
- Further development and design fees will be required to obtain accurate pricing/deliverables list for Graphics & Theming scope of work.



# SCHEDULE

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## Schedule:

Project life cycles will vary depending on the complexity and overall scope of a project. Storyland Studios will work with you to develop an overall project timeline, detailing major milestones.

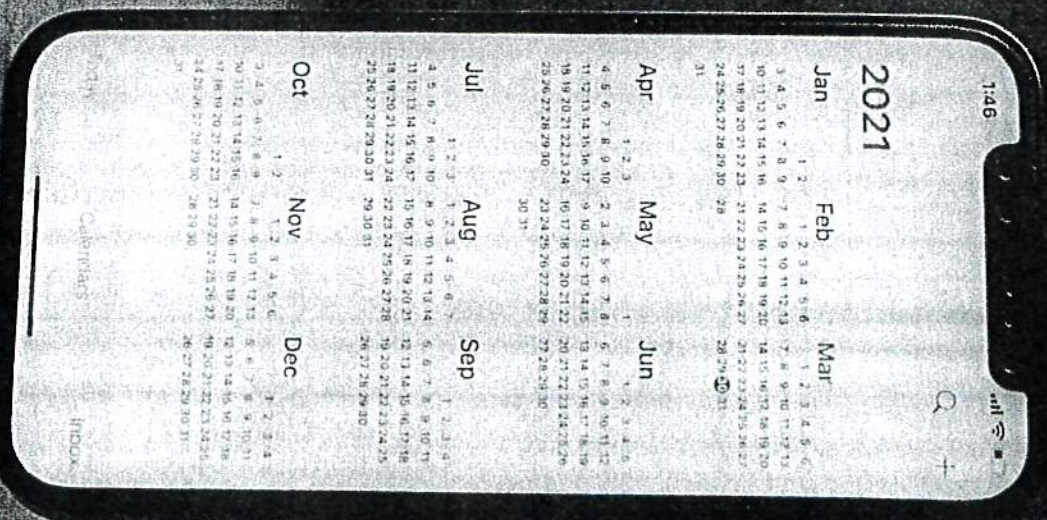
Storyland will begin with a BlueSky workshop 6-8 weeks after contract signing dependent on time of year and studio schedule.

Approximately 2-weeks after the workshop, we will host a 'Hearing Test' where we present to you our initial Big Idea for feedback and discussion.

Once we have a high-level idea of the creative vision of your facility, we will begin our feasibility assessment. This phase is typically completed within 6-8 weeks (subject to change).

Once the feasibility assessment is complete we will host a collaborative presentation where we will walk you through our findings and discuss their implications. Now that we know what the market can justify in terms of financial investment, we can produce a creative vision (architectural rendering) which is practical as well as inspirational.

Once the BlueSky Phase is completed, an overall project timeline and cost estimate, detailing all remaining major milestones, will be created.





# BUDGET & FEES

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## Budget and Fees:

### Feasibility Study - \$60,000

This price is based on Storyland Studios expecting to hire certain subject matter consultants (e.g. Environmental Engineer). If we are requested to hire consultants outside of our network who charge higher fees, this increase in will needed to be reflected in the budget.

### BlueSky Concept - \$40,000

This cost covers our preliminary design and layout of the proposed facility (Masterplan). A number of moodboard and reference imagery, several sketches, and one photo real architectural rendering to be used for investment marketing.

### Project Management - \$15,000

Storyland Studios will assign a dedicated Project Manager (PM) with extensive experience in managing grant applications to public and private entities. This PM will support the City of Blue Lake to meet all the requirements of the Economic Development Administration (EDA).

In addition to the fees noted above site visits beyond those noted in the scope section shall be billed at \$500 per person per trip plus travel expenses. (All additional trips to be approved by client prior to cost being incurred.)

Additional expenses may be incurred over the course of the project life cycle, to be approved by client, as detailed in the terms and conditions.



# TERMS & CONDITIONS

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## Basic Terms and Conditions:

Storyland Studios (the "Studio") is pleased to submit the following Agreement to City of Blue Lake (the "Owner") to provide, or coordinate for the provision of, Spatial Storytelling Services.

**SCOPE OF SERVICES:** The Studio will be providing Spatial Storytelling Services for the Owner's facilities in, as outlined in detail in this document and any attached Exhibits. More detailed descriptions of the Scope of Services is found above in the section titled "Scope".

**ADDITIONAL SERVICES:** There are no additional services currently contemplated for this Project. However, if it is later determined that additional Services are required by the Owner, or that other Subcontractors are required by the Owner to be contracted under the Studio's contract to complete portions of the design for this Project, the Owner will be notified and the Scope and Fee for the Additional Services or other Sub Studios will be added to the Agreement by written Amendment.

**REIMBURSABLE EXPENSES:** Reimbursable expenses including costs related to travel, agency review, design and construction related, and Owner requested printing, plotting, and other expenses directly attributable to this project are in addition to compensation owed for the Scope of Services and any Additional Services provided.

These expenses shall be billed by the Studio to the Owner at one and one tenth (1.10) times the expense incurred by the Studio. Reimbursable Expenses include, but are not limited to, the following items as they are incurred specific to this Project:

- Airfare / Hotel / Rental Car / Meals / Mileage (IRS guidelines)
- Postage / Shipping / Courier Fees
- Taxes / Tips / Parking / Tolls / Taxi / Shuttle
- Any governmental fees or costs advanced by the Studio as an Owner accommodation.

For the purposes of this contract, all travel is considered to fall under the category of reimbursable expenses.

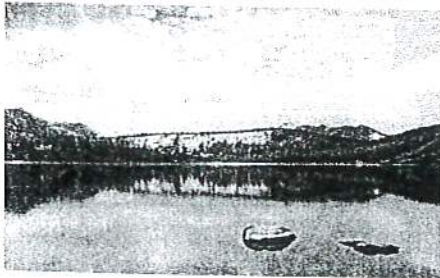
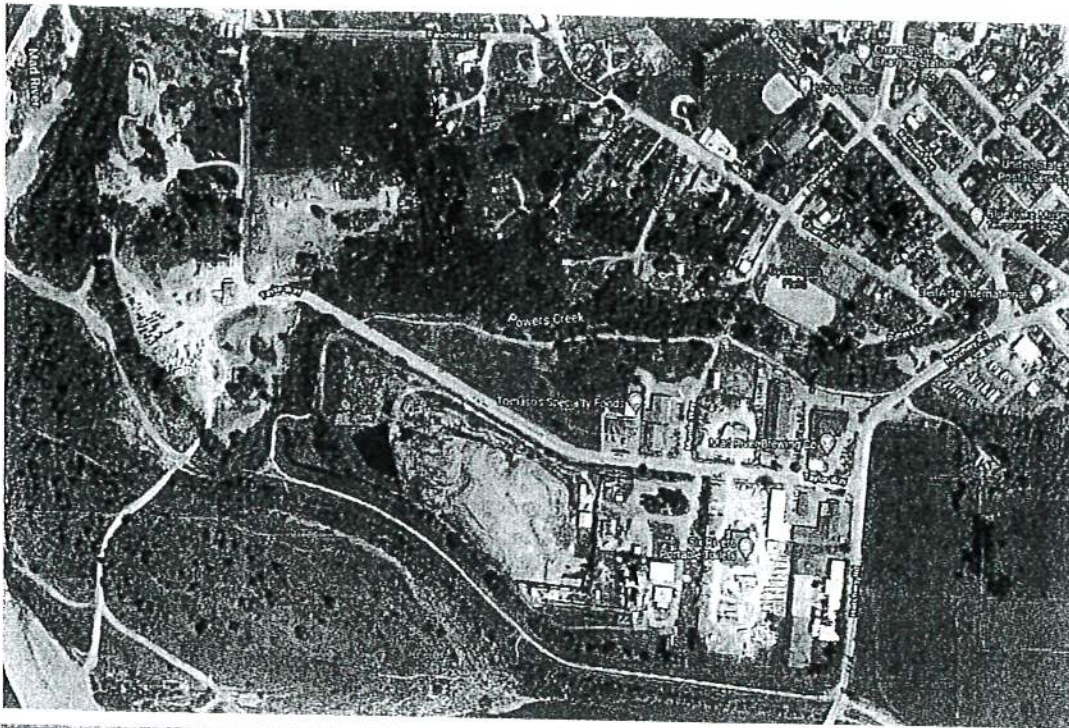












# City of Blue Lake RFQ

PROPOSAL PREPARED FOR:

Amanda Mager  
City of Blue Lake  
CA 95525

PREPARED BY:

Outdoor Design Group, Inc.  
5690 Webster Street  
Arvada, CO 80002  
[www.odgdesign.com](http://www.odgdesign.com)



October 7, 2021





Amanda Mager  
City Manager of Blue Lake  
111 Greenwood Road  
PO Box 458  
Blue Lake, CA 95525

Re: City of Blue Lake RFQ

Dear Ms. Mager,

Thank you for reaching out to us to partner on this project, we appreciate your consideration in furthering the growth of the City of Blue Lake. Our team has extensive experience in regional resort planning, so this would be a great fit for us.

Outdoor Design Group and Mersmann Consulting Group collaborate to provide seamless services to clients, with a professional team of consultants focused on their respective fields of expertise. Together, we have successfully completed several similar projects across the country. We feel that our team would be an excellent fit for the City of Blue Lake. We have a friendly, engaging team of professionals with many years of experience working together. Enclosed are the resumes for each of the team members who would be involved in your project. All work would be contracted through Outdoor Design Group, Inc.

Should you have any questions about the attached proposal or need additional information, please contact me at (303) 993-4811. If this proposal is acceptable, please let me know what we can do to assist in the formal agreement process. If we are fortunate enough to be selected, we will work quickly to coordinate possible dates for the initial site visit.

Sincerely,

Matthew G. Corrion, PLA, ASLA  
President, Since 2004  
Outdoor Design Group, Inc.

Phone: Office: (303) 993-4811 Mobile: (303) 250-1254  
Email: [mcorrion@odgdesign.com](mailto:mcorrion@odgdesign.com)  
Web: [www.odgdesign.com](http://www.odgdesign.com)



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# Our Team

We have a terrific team of consultants who would be assigned to your project. The following team members have worked successfully together on many past projects. We look forward to the opportunity to collaborate with the City of Blue Lake staff.

## **MATT CORRION, PLA, ASLA**

*Role: Project Manager*

Seasoned leader who will perform all site visits, attend meetings with staff, guide the design work, and will lead all coordination within the consultant team and between the team and the City of Blue Lake staff.

Qualifications: Over 20 years of experience planning and designing projects and landscapes across the country. Matt has a wide range of experience from planning, entitlements, and design for large commercial developments to detailed design for private gardens. In addition to planning and design, Matt has been involved in business modeling, financial analysis, and marketing for resort and campground development. He has excelled in working with multi-disciplinary teams on a variety of large resort, park and public projects. Graduate of Michigan State University's Landscape Architecture program, and a Registered Landscape Architect.

## **TODD RUTHERFORD, PLA**

*Role: Assistant Project Manager*

Will assist in all phases of the design and planning work and document production.

Qualifications: Todd has extensive planning experience designing parks, RV resorts, streetscapes and landscape renovations throughout his career. Versatile designer who also specializes in plant selections and water-wise landscapes. Graduate of Colorado State University's Landscape Architecture program, and a Registered Landscape Architect.

## **AMIE MERSMANN**

*Role: Operations, Marketing and Financial Analysis Specialist*

Will assist in business modeling, financial modeling, market research, and operations analysis.

Qualifications: Over 20 years of experience in marketing, economic modeling, financial analysis, business planning, resort operations, and event planning and management. Amie has specialized experience in the Outdoor Hospitality Industry, not only working in a high-end RV resort, but successfully completing business plans and operations start-up for numerous projects across the United States and internationally. In addition, she has worked in education and public administration for government entities, non-profit organizations, and public/private partnerships. Amie Holds a MBA from the University of Houston – Victoria, a B.A. in Political Science from Texas A&M University and a Generalist 4 – 8 Teaching Certificate.



## **RYAN MERSMANN**

*Role: Environmental, Regulatory, and Operations Analyst*

Will assist in business modeling, regulatory review, and operations.

Qualifications: Over 20 years of experience in the environmental geosciences field and in business operations and management. He provides business operations planning and management, land use and water/wastewater evaluation services, environmental and regulatory compliance solutions, financial analysis, construction management/owner representation, and project controls of development and oversight for projects. Ryan is also Partner and Vice President of Operations for Timberwolf Environmental, LLC, which provides environmental assessment and remediation consulting services. Ryan is a Licensed Professional Geoscientist and Certified Professional Soil Scientist with B.S. and M.S. degrees in Environmental Soil Science from Texas A&M University. He has also completed Rice University Executive Education's Accelerated Development Program in Business Leadership.

## **BROOKE ALEXANDER**

*Role: Associate*

Will assist with the design and planning work, graphics, and document production.

Qualifications: Brooke brings a diverse range of skills that have allowed her to excel at creating presentation graphics and conceptual designs, as well as final construction plans, details, and documentation. She has a B.S. in Science from Colorado State University focusing on Environmental Horticulture: Landscape Design and Contracting/Nursery and Landscape Management and M.S. in Science focusing on Bioagricultural Sciences and Pest Management.

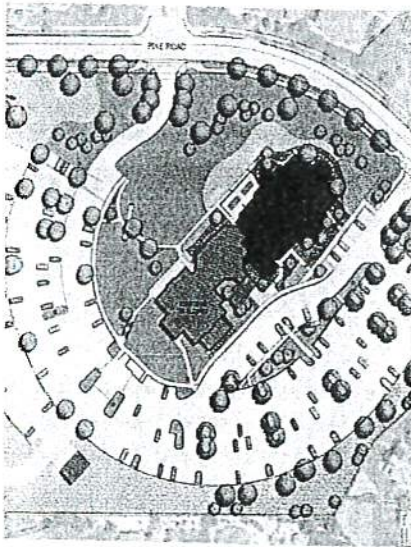


# Outdoor Design Group and Mersmann Consulting Group Firm Profiles



## OUTDOOR DESIGN GROUP

is a full service landscape architecture firm, based in Arvada, Colorado. Since 2004, our dedicated professionals have helped clients plan and design original projects that bring economic value, enrich communities and enhance the environment.



## PROFESSIONAL SERVICES

- Landscape Architecture, Planning, & Entitlements
- Irrigation Design
- Project Approvals through Negotiations & Plan Submittals
- Planting Design & Plant Selection
- Design of signs, monuments, hardscapes, & landscape themes
- Irrigation design strategies, conservation, & water-use analysis
- Sustainable landscape design
- Low impact development strategies
- Construction cost estimates
- construction observation & documentation
- Preparation of site plans, PDP's, FDP's, & construction documents
- Graphic Design and 3D Visualizations

## EXPERIENCE

Outdoor Design Group has successfully completed work on a wide range of project types, including:

- Residential Development
- Senior living
- Retail and Mixed-use
- Streetscapes
- Corporate facilities and campuses
- Office buildings and office parks
- Parks and playgrounds
- Educational facilities and campuses
- Medical facilities
- Recreation centers, pools, and community centers
- Resorts, hotels, and event venues



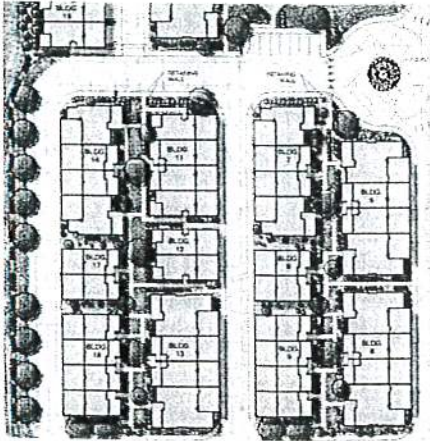


## LAND DEVELOPMENT

Providers of innovative, yet realistic, planning and design solutions that exceed expectations.

We excel at collaborating on project teams with civil engineers, architects, and property owners to get projects approved and built.

- Master planned communities
- Senior living, assisted living, and memory care
- Retail and Mixed-use
- Parks and Streetscapes
- Corporate facilities and campuses
- Office buildings and office parks
- Commercial and industrial facilities
- Educational facilities and campuses
- Medical facilities
- Resorts, hotels, and event venues
- Multi-family housing projects

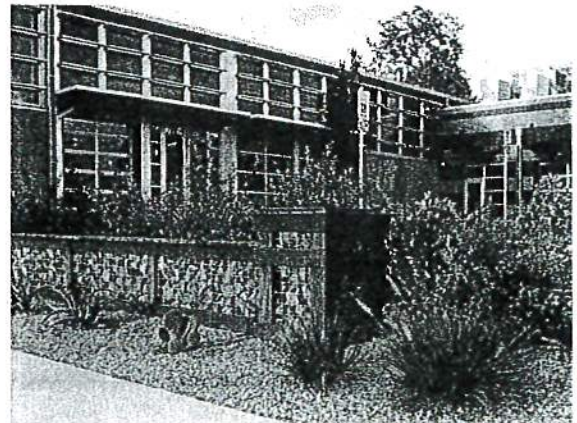
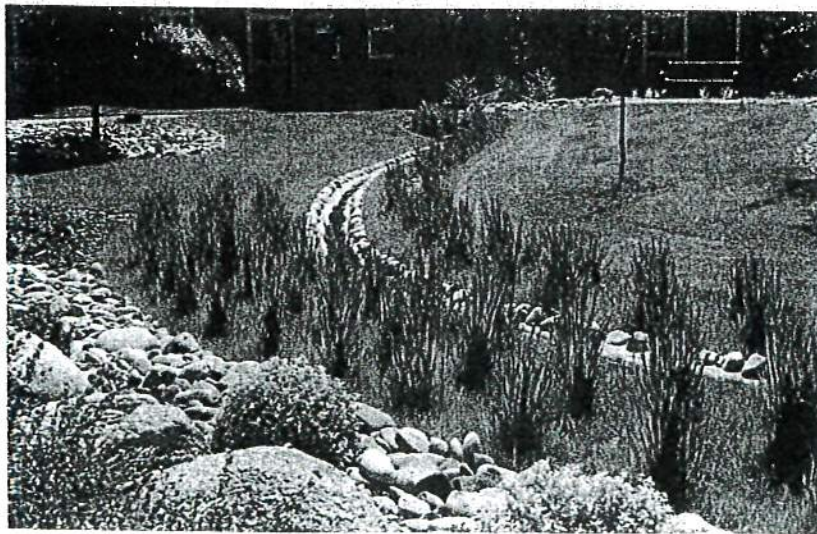


## SITE RENOVATIONS

Leaders in cutting-edge strategies for renovating commercial and residential properties.

We help owners and managers plan impressive modern renovations that require less maintenance, are sustainable, and enhance property values.

- Renovating landscapes to save water and maintenance
- Irrigation water-use analysis, water-use reduction strategies & rebates
- Sign & monument design, entryway design and landscaping
- Landscape assessments and site analysis
- Redesign of common areas, plazas, pool areas, and outdoor amenities
- Drainage repair and damage mitigation, grading and retaining wall design
- Green renovations, water conservation, and reducing maintenance



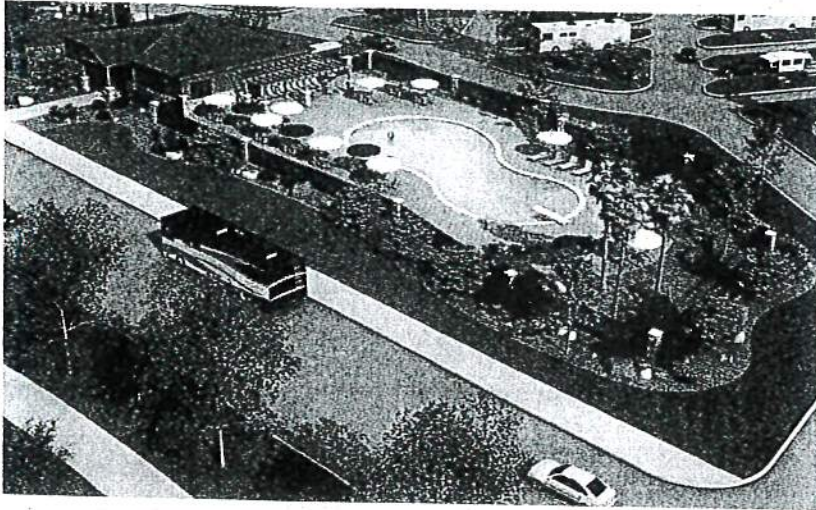


## RESORT PLANNING

Planning and development consulting for the Outdoor Hospitality Industry.

We specialize in the planning and design of high-end RV Resorts, hotel and lodging development, event venues, parks and campgrounds, and workforce housing.

- Project Visioning, Master Planning, and Theming
- RV Resort & RV Park Planning and Design
- Strategic Business Planning for Startup and Existing Operations
- Economic Modeling & Financial Analysis
- Marketing & Sales Plans
- Landscape Architecture
- Irrigation Design
- Entitlements
- Project Approvals through Negotiations & Plan Submittals
- Construction cost estimates, construction observation & documentation

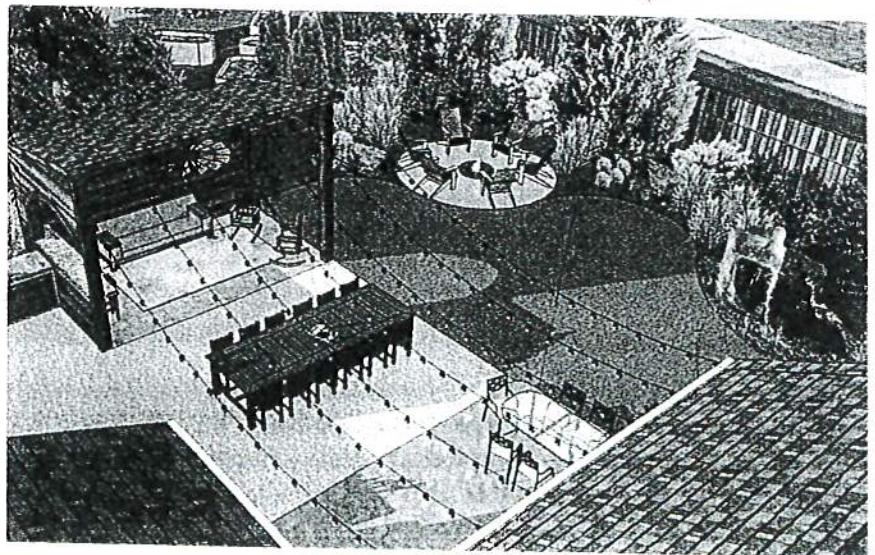


## FINE RESIDENTIAL GARDENS

Colorado's premier residential landscape design firm. Your landscape is an extension of your home and a sanctuary for you, your family, and friends.

You can trust our thoughtful, experienced professionals to design and coordinate your project from start to finish.

- Landscape Design
- Sprinkler and Irrigation Systems
- Driveway Layout
- Fire Features
- Water Features
- Hardscapes and Patios
- Xeriscape
- HOA Plan Approval
- Garages, Sheds, Barns, and Outbuildings





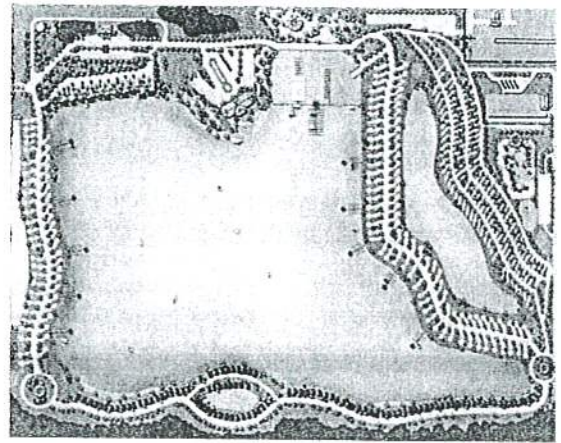
## Summary of Qualifications

### Company Overview

Mersmann Consulting Group (MCG) is a planning, development, and management firm serving the Outdoor Hospitality Industry. MCG has extensive experience providing strategic planning, design, business planning, operational startup, marketing solutions, and resort management that distinguish our clients' developments above the competition. Our projects span across all aspects of the Outdoor Hospitality Industry, including RV parks and campgrounds, luxury outdoor resorts, lodges and boutique hotels, workforce housing, and event and recreation venues.

MCG's core services include:

- Land Selection for Acquisition
- Site Suitability Analysis for Development
- Schematic & Detailed Site Design
- Strategic Business Planning for Startup and Existing Organizations
- Economic Modeling & Financial Analysis
- Marketing & Sales Plans
- Regulatory & Environmental Review
- Development Project Management
- Marketing & Operations Startup
- Investor Coordination & Stakeholder Management
- Branding Campaigns
- Fundraising & Event Planning/Management
- Public Relations
- Resort & Facility Management



We integrate the core expertise of the Principal Consultants with an experienced team of professionals to provide seamless results for our clients (private developers, government entities, public/private partnerships, and Native American tribes).

MCG is a Women-Owned Small Business (WOSB).

We have performed projects in 36 U.S. states and internationally.

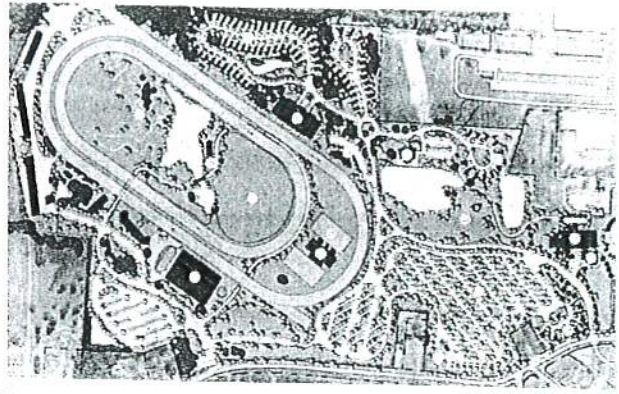




## Services By Project Phase

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MCG provides seamless planning, development, and management services for start-up and existing projects, including land selection, design, feasibility studies, business plans, comprehensive site plans, assistance with the bank loan process or investor selection, regulatory and environmental compliance, project management support for site development and operations start-up, and resort and facility management. Core services for each phase of a project include:



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### Site Selection

- Land Selection for Acquisition
- Site Suitability Analysis
- Environmental & Regulatory Due Diligence Assessment for acquisitions of undeveloped properties and existing facilities
- Feasibility Studies including schematic site layout review, market analysis, and financial projections

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### Site Planning

- Detailed Site Design
- Economic, Financial, & Market Analysis
- Business & Operations Plans
- Environmental Site Assessment
- Support with Regulatory Permitting and Entitlement
- Investor Coordination & Stakeholder Management

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### Site Development & Operations

- Project Management Support for Site Development (Engineering & Construction) and Operations Startup
- Operations Manuals for Startup and Ongoing Operations
- Sales & Marketing Program Development
- Audits/Analysis and Strategic Planning for Existing Operations
- Specialized Training for Existing Operations
- Management Systems Startup
- Marketing, Public Relations & Event Coordination/Management
- Resort Management

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## Examples of Past Performance

- **Resort Startup Marketing & Operations, South Texas** – Startup of a new development including logo & branding, electronic media, print media, trade shows, construction events, resort marketing plan, organizational structure, resort management systems, operating process & procedures, and staff training
- **Strategic Resort Plan, China** – Development of a providence-wide resort strategy for a public/private partnership
- **Resort Master Plan, Northeast Florida** – Re-development of an RV park owned and operated by the local port authority consisting of RV sites, cottages, beachfront amenities, event space, and retail
- **Resort Master Plan, East Texas** – Master Plan consisting of RV sites, cottages, casitas, farmers market, and equestrian center with show barns, training track, and equine therapy
- **Resort Master Plan, Western Florida** – Master Plan consisting of a resort inn and conference building, commercial retail center, restaurant, motorcoach sites with boat slips, cottages, marina, and resort-style amenities
- **Resort Master Plan, Southern California** – Master Plan for Native American tribe associated with their casino, consisting of RV and motorcoach sites, tribal interpretive center, and resort-style amenities



## MCG's Mission & Core Values

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MCG's mission is to be the preferred provider of expert knowledge in our core service areas. We will utilize innovative and cost-effective solutions to address our client's needs while adding value to their developments. MCG's success and continued growth will be driven by our commitment to the following core values:

- **Efficiency** – We work efficiently by understanding our clients' goals, streamlining our organizational structure, and staying proficient in our fields of expertise. As a result, we are able to provide cost savings to our clients.
- **Innovative Solutions** – We look outside the box for innovative, but sustainable, solutions to meet our clients' needs. Our work product is a result of specialized knowledge in the industries that we serve and an understanding of stakeholder requirements.
- **Integrity** – We expect and maintain moral character, honesty, accountability, and professional ethics in all our actions.
- **Professionalism** – We strive to offer the most professional services through our quality deliverables, our communication, our responsive service, and our representation of our clients in every situation.

## MCG's Leadership

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**Amie Mersmann**  
*Principal / President*

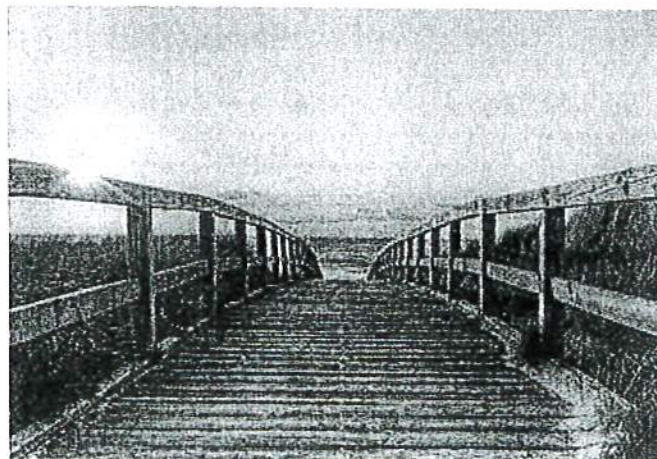
832-494-7862 cell  
amie@mcg-hospitality.com

Amie has over 20 years of experience in marketing, economic modeling, financial analysis, business planning, resort operations, and event planning and management. Amie has specialized experience in the Outdoor Hospitality Industry, not only working in a high-end RV resort, but successfully completing business plans and operations start-up for numerous projects across the United States and internationally. In addition, she has worked in education and public administration for government entities, non-profit organizations, and public/private partnerships. Amie holds a MBA from the University of Houston – Victoria and a B.A. in Political Science from Texas A&M University.

**Ryan S. Mersmann, P.G., CPSS**  
*Principal / Vice President*

832-808-4049 cell  
ryan@mcg-hospitality.com

Ryan has over 20 years of experience in the environmental geosciences field and in business operations management. He provides business operations planning and management, land use and water/wastewater evaluation services, environmental and regulatory compliance solutions, financial analysis, construction management/owner representation, and project controls development and oversight for MCG's projects. In addition to his role at MCG, Ryan is Partner & Vice President of Operations for Timberwolf Environmental, LLC, which provides environmental assessment and remediation consulting services. Ryan is a Licensed Professional Geoscientist and Certified Professional Soil Scientist with B.S. and M.S. degrees in Environmental Soil Science from Texas A&M University. He has also completed Rice University's Executive Education's Accelerated Development Program in Business Leadership.





**Outdoor Design Group and  
Mersmann Consulting Group  
Resumes**





## Matt Corron, PLA, ASLA

President



As the founder and President of Outdoor Design Group, Matt provides the creative vision and leadership for the firm. Matt is a licensed landscape architect with over 20 years experience working in the landscape architecture, land planning, and land development industries. He has a proven track record of designing exceptional landscapes, and helping clients achieve their goals through the right blend of creativity and practicality.

### Education

<b>Michigan State University</b> BLA: Landscape Architecture <a href="http://www.sodc.msu.edu">www.sodc.msu.edu</a>	East Lansing, Michigan	1995 - 2000
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### Professional Experience

<b>Outdoor Design Group, Inc.</b> President <a href="http://www.odadesign.com">www.odadesign.com</a>	Arvada, Colorado	2004 - present
<b>Norris Dullea</b> (now known as Norris Design) Project Manager <a href="http://www.norris-design.com">www.norris-design.com</a>	Denver, Colorado	2000 - 2004
<b>Landscape Architects and Planners, Inc.</b> Design Internship	Lansing, Michigan	1999 - 2000
<b>Bauer-Ford Reclamation Design</b> Design Internship	Lansing, Michigan	1999 - 2000
<b>Ludwig and Associates, Ltd.</b> Design Internship	Farmington Hills, Michigan	1998 - 1999
<b>Bay Landscaping</b> Landscape Construction	Bay City, Michigan	1996 - 1998

### Professional Affiliations

- Professional Landscape Architect - State of Colorado #LA.0000155
- American Society of Landscape Architects (ASLA) since 1999
- Green Industries of Colorado (GreenCO)
- GreenCO Best Management Practices Seal of Knowledge Recipient
- Town of Castle Rock Registered Landscape Professional





## Todd K. Rutherford, PLA

Senior Associate



### Summary

Todd brings a background in both the sciences and the arts to his role at Outdoor Design Group. His diverse knowledge and skills range from plant ecology to planning and site design. He has provided his design skills to a wide range of projects, from small courtyard gardens to large resorts.

Todd is a native of Colorado who has been mastering the intricacies of landscaping and gardening in our challenging climate through years of professional practice and first-hand experience.

### Education

<b>Colorado State University</b> BLA: Landscape Architecture <a href="http://www.hla.colostate.edu">www.hla.colostate.edu</a>	Fort Collins, Colorado	2002- 2006
<b>Colorado State University</b> BS: Plant Science <a href="http://www.biology.colostate.edu">www.biology.colostate.edu</a>	Fort Collins, Colorado	1989 - 1995
BFA: Visual Art <a href="http://www.art.colostate.edu">www.art.colostate.edu</a>		

### Professional Experience

<b>Outdoor Design Group, Inc.</b> Associate <a href="http://www.odadesign.com">www.odadesign.com</a>	Arvada, Colorado	2012 - present
<b>Design Studios West, Inc.</b> (now Matrix Design Group) Associate <a href="http://www.matrixdesigngroup.com">www.matrixdesigngroup.com</a>	Denver, Colorado	2007 - 2009
<b>Shaw Sign &amp; Awning</b> Graphic Designer	Fort Collins, Colorado	1997 - 2001

### Professional Affiliations

- Professional Landscape Architect – State of Colorado #LA.0001221



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## SUMMARY

Amie has over 20 years of experience in marketing, economic modeling, financial analysis, business planning, resort operations, and event planning and management. Amie has specialized experience in the Outdoor Hospitality Industry, not only working in a high-end RV resort, but successfully completing business plans and operations start-up for numerous projects across the United States and internationally. In addition, she has worked in education and public administration for government entities, non-profit organizations, and public/private partnerships.

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## EDUCATION

M.B.A., University of Houston – Victoria  
B.A., Political Science, Texas A&M University  
State of Texas Teaching Certification, Generalist 4 – 8

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## PROFESSIONAL EXPERIENCE

### *Principal / President, Mersmann Consulting Group, LLC, College Station, Texas, 2014 – Present*

MCG is a planning, development, and management firm serving the Outdoor Hospitality industry. MCG has extensive experience providing strategic planning, design, business planning, operational startup, marketing solutions, and resort management that distinguish our clients' developments above the competition. Projects span all aspects of the Outdoor Hospitality industry and include RV parks and campgrounds, luxury outdoor resorts, lodges and boutique hotels, workforce housing, and event and recreation venues. Clients include private developers, government entities, public/private partnerships, and Native American Tribes. MCG has performed projects in 36 U.S. states and internationally. Core services include:

- Land Selection for Acquisitions
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- Development Project Management
- Marketing & Operations Startup
- Marketing & Sales Plans
- Investor Coordination & Stakeholder Management
- Branding Campaigns
- Fundraising & Event Planning/Management
- Public Relations
- Resort & Facility Management

### Examples of Past Performance:

Resort Startup Marketing & Operations, South Texas - Startup of a new development including logo & branding, electronic media, print media, trade shows, construction events, resort marketing plan, organizational structure, resort management systems, operating process & procedures, and staff training.

Strategic Resort Plan, China - Development of a province-wide resort strategy for a public/private partnership.

Resort Master Plan, Northeast Florida - Redevelopment of an RV park owned and operated by the local port authority, consisting of RV sites, cottages, beachfront amenities, event space, and retail.

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Resort Master Plan, Western Florida - Master Plan consisting of a resort inn and conference building, commercial retail center, restaurant, motorcoach sites with boat slips, cottages, marina, and resort-style amenities.

Resort Master Plan, Southern California - Master Plan for Native American tribe, consisting of RV and motorcoach sites, tribal interpretive center, and resort-style amenities associated with their casino.



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***Middle School Math Teacher, Allen Academy, Bryan, Texas, 2019 - 2021***

Instructor for middle school math courses, including Fundamental Math, Pre-Algebra and Algebra 1.

***Marketing and Sales Director, Mill Creek Ranch, Canton, Texas, 2007***

Responsible for the marketing and sales of a startup Cottage and RV Resort, including:

- Development and implementation of the marketing and sales plan
- Creative design and outsourcing of all advertising and informational material regarding the resort
- Control and reporting of the marketing and sales budget
- Organization and promotion of resort events and functions
- Daily point of contact for all interested buyers (cottage sales), local government officials, media, membership organizations, and group of investors
- Management of marketing and sales team.

***Adjunct Faculty, College of Preparatory Studies, Tyler Junior College, Tyler, Texas, 2006 - 2007***

Instructor for Algebra, Prealgebra and Learning Frameworks courses.

***Assistant to the Executive Director, The Children's Assessment Center, Houston, Texas, 2001 - 2005***

Assisted the Executive Director with the administration of a public/private partnership involving a multidisciplinary team committed to the prevention, assessment, investigation, prosecution, and treatment of child sexual abuse; directly involved with personnel and human resource management, office and building management, budget control, administrative strategic decisions, including legislative issues and research. Typical duties included:

- Direct point of contact with partner agencies (law enforcement, medical and mental health professionals, government investigative entities), Board members, media, and other outside business/governmental persons
- Responsible for the coordination of meetings, including full staff meetings, Coordinating Council, Senior Staff, Board of Directors, Executive Committee, and Partner Council
- Generated monthly status reports, grant reports, Commissioners Court items, and internal/external correspondence regarding The Center's administrative management
- Assisted with the planning and coordination of special projects such as fundraisers, receptions, and tours of The Center
- Managed the transition of the Center's medical clinic; liaison between clients and partnering agencies (law enforcement, medical and mental health professionals, government investigative entities)
- Controlled confidential and sensitive information.

***Staff Assistant, Office of the Executive Vice President and Provost, Texas A&M University, College Station, Texas, 1998 - 2001***

Assisted the Assistant Provost with the development and administration of the university's academic mission and initiatives. Typical duties included:

- Supported the development of new degree programs, special initiative projects, Board of Regents, Coordinating Board, and Chairs and Professorships
- Administered the filing of new and existing degree programs
- Aided with the organization of office meetings, retreats, and university functions, such as retirement gatherings, Academic Convocation, and university lectures
- Prepared agendas for Provost's Administrative Staff meetings and the Academic Program Council
- Participated as member of the Academic Convocation Committee and Texas A&M University Association of Professional Support Staff
- Handled confidential university material, internal/external correspondence, appointments, and calendar.

***Office Clerk for the City Secretary (Concurrent with Undergraduate Studies), Mayor's Office, College Station, Texas, 1997 - 1998***

Assisted City Secretary with administration, monitoring, and compliance of services and functions mandated by city ordinances, including agendas and minutes for City Council meetings, official records, ordinance review for regulatory and compliance issues, vital statistics program administration, election preparation, and other administrative support.



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### SUMMARY

Ryan has over 20 years of experience in the environmental geosciences field and in business operations management. He provides business operations planning and management, land use and water/wastewater evaluation services, environmental and regulatory compliance solutions, financial analysis, construction management/owner representation, and project controls development and oversight for MCG's projects. In addition to his role at MCG, Ryan is Partner & Vice President of Operations for Timberwolf Environmental, LLC, which provides environmental assessment and remediation consulting services.

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### EDUCATION

M.S., Soil Science, Texas A&M University, Research in Soil Biogeochemistry and Hydrology  
B.S., Environmental Soil Science, Texas A&M University  
Accelerated Development Program in Business Leadership, Rice University Executive Education

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### PROFESSIONAL REGISTRATION

Licensed Professional Geoscientist, Texas, No. 10073  
Certified Professional Soil Scientist, USA, No. 35547

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### HEALTH & SAFETY TRAINING

SafeLand and SafeGulf • Loss Prevention System (LPS) • Hydrogen Sulfide Awareness • First Aid and CPR  
OSHA 40-hour HAZWOPER and 8-hour Refresher Courses • OSHA Basic Plus • OSHA Accident Investigation  
Chevron Root Cause Analysis • Smith System Defensive Driving Course • Bridgestone Winter Driving School

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### PROFESSIONAL EXPERIENCE

*Principal / Vice President, Mersmann Consulting Group, LLC, College Station, Texas, 2014 – Present*

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- Investor Coordination & Stakeholder Management
- Branding Campaigns
- Fundraising & Event Planning/Management
- Public Relations
- Resort & Facility Management



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Examples of Past Performance:

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Strategic Resort Plan, China – Development of a province-wide resort strategy for a public/private partnership.

Resort Master Plan, Northeast Florida – Redevelopment of an RV park owned and operated by the local port authority, consisting of RV sites, cottages, beachfront amenities, event space, and retail.

Resort Master Plan, East Texas – Master Plan consisting of RV sites, cottages, casitas, farmers market, and equestrian center with show barns, training track, and equine therapy.

Resort Master Plan, Western Florida – Master Plan consisting of a resort inn and conference building, commercial retail center, restaurant, motorcoach sites with boat slips, cottages, marina, and resort-style amenities.

Resort Master Plan, Southern California – Master Plan for Native American tribe, consisting of RV and motorcoach sites, tribal interpretive center, and resort-style amenities associated with their casino.

***Vice President of Operations, Timberwolf Environmental, LLC, Bryan, Texas, 2017 – Present***

Timberwolf is an environmental assessment and remediation consulting firm providing services to the oil and gas industry. Timberwolf's services span across the lifecycle of an asset from acquisition, exploration, production, and regulatory closure or divestiture. Responsibilities include:

- Principal management and technical direction of the following service lines: Remediation & Site Closure; Oil & Gas Waste Management; Environmental Due Diligence & Audits; and Natural Resources Planning, Compliance, & Permitting
- Business operations process development, financial analysis, and quality control
- Business development including marketing and sales plans, direct sales, and client management
- Strategic growth planning and implementation.

Timberwolf has performed projects in 24 U.S. states, the Gulf of Mexico, and internationally. Examples of past performance includes:

- Oil & Gas Waste Treatment and Recycling Facility – South Texas: Innovative facility treating and recycling fluids and solids from oil and gas exploration and production activities; technical and financial feasibility study, process development and design, regulatory permitting, pre-construction environmental site assessment, operations planning, project controls
- Oil & Gas Field-wide Liability Reduction – Northeast Texas: Oilfield abandonment and remediation program liability reduction associated with an active 85-year-old oilfield covering over 30 square miles; environmental inventory and hazard risk ranking to identify liabilities, cost and technical feasibility, environmental site assessment and remediation, negotiation with regulatory agencies and other stakeholders, program management
- Environmental Due Diligence for Acquisitions of Over 25,000 Oil & Gas Assets – Contiguous U.S.
- Assessment & Remediation of Oil & Gas Production Facilities – Wyoming: Soil and groundwater investigation using electromagnetic induction survey and direct push drilling techniques; recovery of phase-separated hydrocarbons from groundwater; on-site bioremediation of petroleum hydrocarbons in source soil areas
- SPCC Plans for Oil & Gas Production Facilities – Gulf Coast, Mid-Continent, and Rocky Mountain Regions, USA
- Biogeochemical & Hydrogeological Study of Wetland Soils, USDA-NRCS – U.S. Gulf Coast Region.

***Vice President of Operations, New Tech / Carr Environmental Group (NTCEG), Houston, Texas, 2009 – 2014***

Responsible for operations management for the firm and technical leadership for environmental assessment and remediation, primarily serving the oil and gas industry. Functions included:

- Managed the development and performance of approximately 70 personnel in five offices and seven service lines including: Air Quality, Environmental Due Diligence & Auditing, Health & Safety, Pre-Disturbance Site Assessment & Midstream, Regulatory Compliance & Permitting, Remediation & Site Closure, and Spill Control & Water Quality
- Developed strategic growth plans, performance goals, and operational systems, policies, and procedures for new or improved business processes; increased revenue growth by 500% over a five-year period
- Maintained organizational efficiency, financial performance, and risk management



- Provided technical expertise for site assessment and remediation projects by: Identification of environmental liabilities and associated remedy costs for oil and gas assets, from acquisition through remediation and regulatory closure; Strategic planning and technical direction to address identified concerns; Project controls development and implementation (i.e., scope, schedule, budget, resource plans); and Senior review of deliverables.

***Natural Resources Specialist, USDI Bureau of Land Management, Meeker, Colorado, 2009***

Natural Resource Specialist for the Lands, Minerals, and Reclamation section with a focus on oil and gas activities, surface reclamation, waste management, and soil remediation. Duties included:

- Served as Section Supervisor (Acting) for Lands, Minerals, and Reclamation (September 2009 – December 2009). Provided project management for oil and gas activities on public lands. Responsible for the following: permitting and on-site assessment of proposed and active oil and gas sites; developing and assuring the implementation of surface use standards and surface protection mitigation; providing analysis and coordination for National Environmental Policy Act (NEPA) documents; conducting compliance inspections for site construction, drilling, production, and reclamation activities; and approving final site abandonment and closure
- Acted as technical lead for soil remediation activities related to oil and gas sites within the field office resource area
- Functioned as Hazardous Materials Coordinator for hazardous materials incidents in the field office resource area. Responsibilities included performing environmental site assessments, planning and managing corrective actions, and providing waste management analysis for NEPA documents

***Program Manager/Senior Technical Specialist, AECOM, Van, Texas, 2006 – 2008***

Served as Program Manager and Senior Technical Specialist for a large oilfield abandonment and remediation program associated with an active 80-year-old oilfield in Northeast Texas. Responsible for development and operations of a 10-year program with a budget of approximately \$4-6 million per year with a staff of up to 12 people. Program highlights include:

- Developed a procedure for estimating environmental liabilities used to derive a cost estimate for facilities decommissioning and site remediation.
- Developed process to address program drivers (client business drivers and environmental drivers), assessment protocol, potential remedial alternatives, community/stakeholder management plans, regulatory closure plans, project controls, resource plans, and program end state goals.
- Developed controls for scope, schedule, budget, milestone, compliance, health and safety, and resource tracking. Received accolades from the president of a major U.S. oil company for successful implementation of a project controls system.
- Provided expertise for soil remediation of produced water impacts (in situ and ex situ), bioremediation (land treatment, bioremediation cells), soil and groundwater management based on soil map units, and correlation of soil properties and constituent concentration to electromagnetic survey data.

***Project Manager, AECOM, Houston, Texas, 2002 – 2006***

Served as Project Manager for numerous assessment and remediation projects of upstream oil and gas assets. Responsible for project controls, soil and groundwater remediation design and implementation, and regulatory agency negotiation. Representative projects include:

- Site Restoration and Salt Dome Plugging/Abandonment, Texas – Performed investigation of former LPG storage facility with over 25 acres of salt-impacted soil, over 250 acres of chloride-impacted groundwater, and approximately 30 acres of salt-affected surface water resulting from two former brine storage ponds. Developed and received regulatory approval for a soil remediation strategy using a combination of *in situ* technologies and on-site salt dome cavern disposal (soil slurry injection).
- Environmental Due Diligence, Gulf Coast, USA – Completed due diligence assessments for oil and gas asset transactions along the Gulf of Mexico. Combined assets included over 1,000 oil and gas wells and associated production facilities.



***Project Scientist, IT Corporation, Houston, Texas, 2001 - 2002***

Served as Project Scientist on soil and groundwater assessment and remediation for petroleum industry clients and government agencies. Responsible for task management, scope development, soil remediation design, report preparation, and field oversight. Representative projects include:

- Oilfield Remediation, Louisiana – Performed field-wide soil and groundwater investigation at oilfield tank batteries, well sites, and flowline releases (saltwater and hydrocarbon). Designed and implemented *in situ* treatment of salt-impacted soil and on-site bioremediation of hydrocarbon-impacted soil.
- Oilfield Due Diligence, Wyoming and Utah – Conducted regulatory file review for oil and gas property transactions. Performed cost analysis/feasibility studies for potential remediation of salt-impacted soil and produced water pit closures. Developed a guideline summarizing Wyoming Oil and Gas Conservation Commission, Wyoming Department of Environmental Quality, and Bureau of Land Management rules and regulations for oil and gas activities.
- Soil Investigation, Kelly Air Force Base, San Antonio, Texas – Provided oversight for soil boring installations and sampling activities under the direction of the U.S. Air Force Center for Environmental Excellence.

***Relevant Employment Concurrent with Graduate Studies, 1999 - 2001***

Soil Scientist, USDA Natural Resources Conservation Service, Rosenberg/ Robstown, Texas – Duties included soil mapping and morphological interpretation, laboratory analyses for soil chemical and physical properties, writing soil series descriptions for National Cooperative Soil Survey manuscripts, and support for biogeochemical and hydrogeological studies of wetland soils on the Texas Gulf Coast.

Research Assistant, Texas A&M University, Soil & Crop Sciences Department, College Station, Texas – Performed research on hydric soils in cooperation with the USDA NRCS. Designed and executed laboratory studies and field assessment for research related to the biogeochemical and hydrologic processes in seasonally wet soils on the Texas Gulf Coast Prairie. Prepared papers and presentations on hydric soils relating the expression of soil redoximorphic features to soil texture, pH, and cation exchange capacity.

Soil Scientist, Soil Analytical Services, Inc., College Station, Texas – Responsible for laboratory data analysis, analyses of soil chemical and physical properties, quality control, and reporting of analytical results for agricultural, environmental, and geotechnical projects. Assisted research soil chemist on consulting projects by conducting research, regulatory file reviews, and site assessments.





## Brooke Alexander

Associate



### Summary

Brooke's knowledge covers an array of topics within the industry ranging from environmental horticulture, landscape design, sustainability and agricultural biology. Her transdisciplinary approach to design has given assistance on residential, commercial, regional and education facilities.

### Education

<b>Colorado State University</b> MS: Science – Bioagricultural Sciences and Pest Management <a href="https://aasci.colostate.edu/agbio/">https://aasci.colostate.edu/agbio/</a>	Fort Collins, Colorado	2019 - 2020
<b>Colorado State University</b> BS: Science – Landscape Design and Contracting, Nursery and Landscape Management <a href="https://aasci.colostate.edu/landscape/">https://aasci.colostate.edu/landscape/</a>	Fort Collins, Colorado	2014 - 2019

### Professional Experience

<b>Outdoor Design Group, Inc.</b> Associate <a href="http://www.odgdesign.com">www.odgdesign.com</a>	Arvada, Colorado	2021 - present
<b>Colorado State University</b> Integrated Pest Management Consultant <a href="https://aasci.colostate.edu/agbio/">https://aasci.colostate.edu/agbio/</a>	Fort Collins, Colorado	Summer 2019
<b>Earth University</b> Sustainable Agriculture and Engineering Intern <a href="https://www.earth.uc.cr/en/">https://www.earth.uc.cr/en/</a>	Limon, Costa Rica	Summer 2017
<b>Groundmasters Landscape Services</b> Office and Management Assistant <a href="https://groundmastersls.com/">https://groundmastersls.com/</a>	Denver, Colorado	Summers 2013 - 2016



# Resort Planning Services

Outdoor Design Group is a full-service landscape architecture and consulting firm based in Arvada, Colorado. Since 2004, our dedicated professionals have helped clients plan and design a wide variety of original projects that bring economic value, enrich communities, and enhance the environment.

We have extensive experience providing planning and development consulting for the Outdoor Hospitality Industry. We specialize in the planning, design, and business consulting for high-end RV Resorts, hotel and lodging development, event venues, parks and campgrounds, and workforce housing.

## Professional Services

- Project Visioning, Master Planning, and Theming
- Community and Public Engagement
- RV Resort & RV Park Planning and Design
- Strategic Business Planning for Startup and Existing Operations
- Economic Modeling & Financial Analysis
- Market & Price Point Analysis
- Marketing & Sales Plans
- Marketing & Operations Startup
- Investor Coordination & Stakeholder Management
- Branding Campaigns
- Fundraising & Event Planning
- Public Relations
- Site Suitability Analysis for Development
- Landscape Architecture
- Irrigation Design
- Entitlements
- Project Approvals through Negotiations & Plan Submittals
- Construction cost estimates, construction observation & documentation

## Experiences

- RV resort & RV park planning and design
- Park models, tiny homes, cottages, and cabins
- Hotels, lodging, and accommodations
- Native American tribal development
- Master-planned destinations
- Tourism based amenities and resorts
- Campgrounds, parks, trails, and recreation facilities
- Large site renovation & redevelopment projects
- Amusement parks and water parks
- Playgrounds, dog parks, zip lines, obstacle courses
- Golf courses, pickleball, and sport courts
- Workforce housing projects
- Event venues, parks, and resorts
- Senior living and active living parks and resort



# Resort & Park Planning Experience

Azalea Sands Golf & RV Family Resort - North Myrtle Beach, South Carolina  
Gateway to Yellowstone RV Resort - Bozeman, Montana  
Gopher Gulch - Longmont, Colorado  
Tangshan Island RV Resort - Beijing, China  
Weber Utah RV Resort - Weber, Utah  
Smith Mountain Lake Resort - Smith Mountain Lake, Virginia  
Arkansas River Resort - Salida, Colorado  
Tranquility Lake RV Resort- Cape Coral, Florida  
Sugar Hill Ranch - Anna, Texas  
Route 66 RV Resort, Albuquerque, New Mexico  
By the Bay RV and Lodging Resort - Rockport, Texas  
Tropical Trails Resort - Brownsville, Texas  
Bryan Texas RV Resort - Bryan, Texas  
La Feria RV Resort - La Feria, Texas  
Hope Valley Resort - Salem, Oregon  
The Edge Resort - Garden Valley, Idaho  
Willis Texas RV Resort - Willis, Texas  
Hoover Dam Resort - Nevada  
DeKalb RV Resort - DeKalb, Texas  
Magic Springs Resort - Magic Springs, Arkansas  
Nacogdoches RV Resort - Nacogdoches, Texas  
North Padre Island RV Resort - North Padre Island, Texas  
Driggs Teton Links Resort - Driggs, Idaho  
Palmetto Oaks - Freeport, Texas  
Laughlin RV Resort - Laughlin, Nevada  
My Lake House Resort - Lake Texoma, Texas  
Fredericksburg RV Resort - Fredericksburg, Texas  
Prices Fork Resort - Blacksburg, Virginia  
Huntsville RV Resort, Huntsville, Texas  
Trenton RV Park - Trenton, Texas  
Buckhorn Lake Resort - Houston, Texas  
Kalispel RV Resort - Spokane, Washington  
Anaconda RV Resort - Anaconda, Montana  
Aspenwoods Resort - McHenry, Maryland  
Sproat Lake Landing Resort - Port Alberni, BC, Canada  
Lawson's Landing - Dillon Beach, California  
Nacogdoches Equestrian Center & Resort - Nacogdoches, Texas  
Alsatian Golf Resort - Castroville, Texas  
Ocala Florida RV Resort - Ocala, Florida  
Carrizo Springs RV Park - Katy, Texas  
Splendora RV Resort - Splendora, Texas  
Moonshadow Haven Resort - Mountain Home, Texas  
Ruidoso RV Resort - Ruidoso, New Mexico  
Johnson City RV Resort - Johnson City, Texas  
Destin RV Resort - Destin, Florida  
Dandridge RV Resort - Dandridge, Tennessee  
Pymatuning Resort - Pymatuning, Pennsylvania  
Aledo RV Resort - Aledo, Texas  
West Columbia Resort - Brazoria County, Texas  
Rocky Ford RV Resort - Dilley, Texas  
Victor Workforce Housing & Hotel - Victor, Idaho  
Lincoln Hills Fly Fishing Club - Lincoln Hills, Colorado  
Saskatchewan RV Resort - Saskatchewan, Canada  
Elk Meadows RV Resort - Glenwood Springs, Colorado  
Kings Mountain RV Park - Kings Mountain, North Carolina  
CRU Wintery RV Resort - Madera, California  
Gideon Groves RV Resort - Orlando, Florida  
St. Cloud Florida RV Resort - Orlando, Florida  
Baton Rouge RV Resort - Baton Rouge, Louisiana





TANGSHAN ISLAND RV RESORT - BEIJING, CHINA



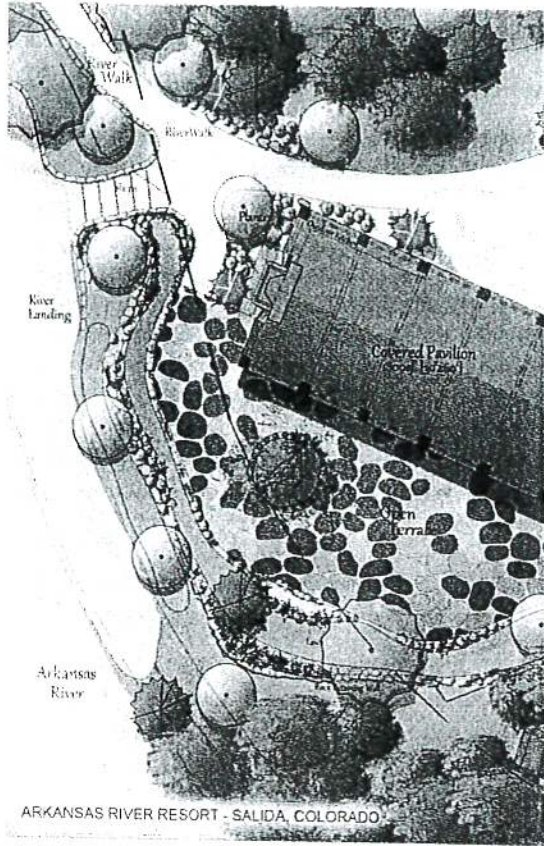
ART GYM - DENVER, COLORADO



HOPE VALLEY - SALEM OREGON



RINCON RESORT - CENTER VALLEY CALIFORNIA



ARKANSAS RIVER RESORT - SALIDA, COLORADO



COMMUNITY HEROES PARK - ARVADA, COLORADO



RINCON RESORT - CENTER VALLEY, CALIFORNIA



# References

## **Community Heroes Park**

Apex Park & Rec. District  
Lauri Dannemiller - Director  
Alternate Contact: Tim Strunk  
13150 W. 72nd Ave.  
Arvada, CO 80005  
720. 253.6667  
[TimS@ApexPRD.org](mailto:TimS@ApexPRD.org)

## **The Edge Resort**

Tim Fritzley  
Boise County, Idaho  
650 400 5655  
[fritzleyca@msn.com](mailto:fritzleyca@msn.com)

## **Gateway Village Parks**

Gateway Village General Improvement District  
c/o Seter & Vander Wall, P.C.  
Jeffery E. Erb, Esq.  
303-770-2700  
[ierb@svwpc.com](mailto:ierb@svwpc.com)

## **Rincon RV Resort**

Bo Mazzetti  
Chairman  
Rincon Band of Luseno Indians  
One Government Center Lane  
Valley Center, CA 92082  
760-749-1051

## **Smith Idaho Springs RV Resort**

Adam Springer  
Senior Planner  
Clear Creek County Planning Department  
303-679-2361  
[aspringer@clearcreekcounty.us](mailto:aspringer@clearcreekcounty.us)

## **Multiple Projects**

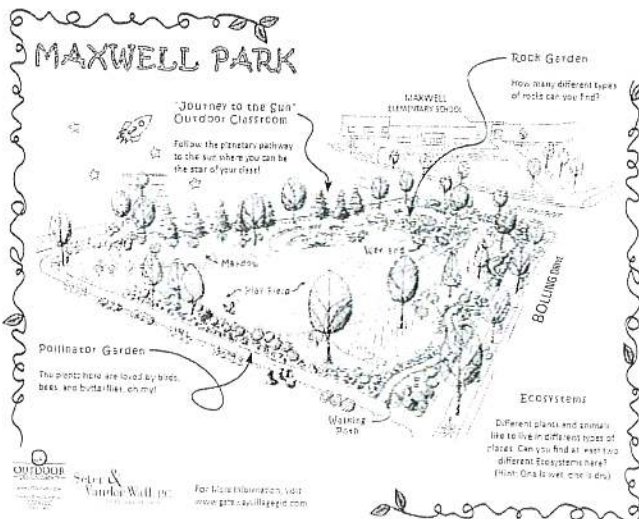
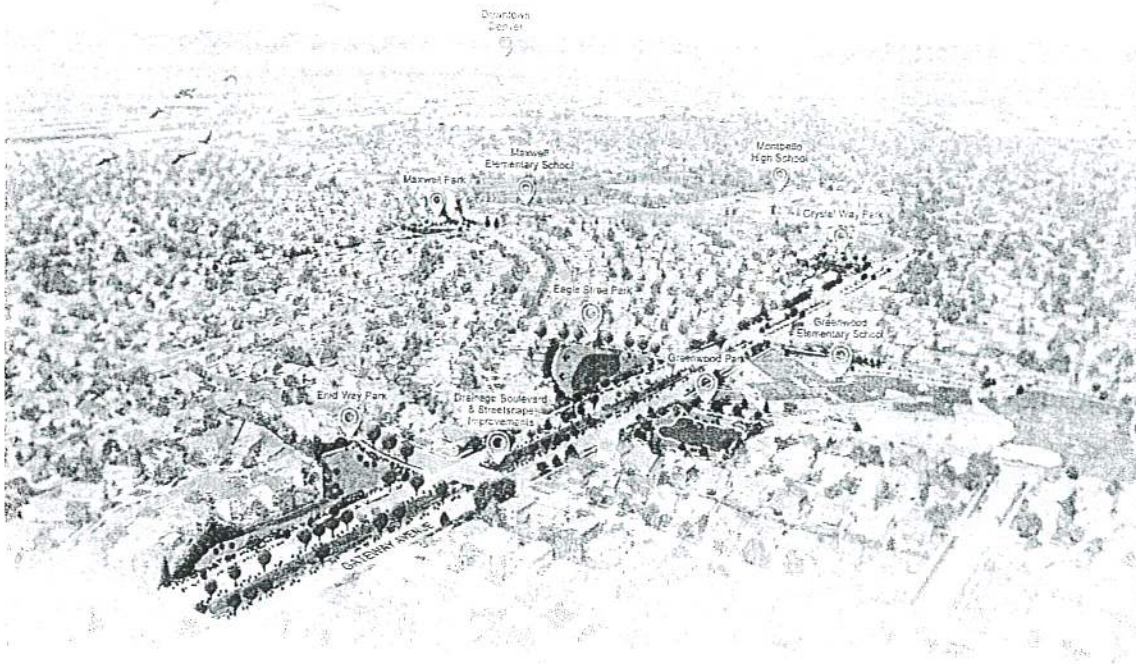
Reza Paydar  
CEO  
Paydar Properties  
7855 Herschel Avenue, Suite 201  
LA Jolla, CA 92037  
858-456-9201



# Example Projects

## Gateway Village Parks

Outdoor Design Group was hired by the Gateway special district to design parks at five different locations throughout the Gateway community, in Denver. ODG conducted community meetings to identify the concerns and needs of the community, and then developed master plans for the parks to meet those needs. Coordination with a surveyor and civil engineer was necessary for approval from the City of Denver Public Works Department. The completed parks include play field areas, educational components, outdoor classrooms, and drainage improvements.



### Services Provided

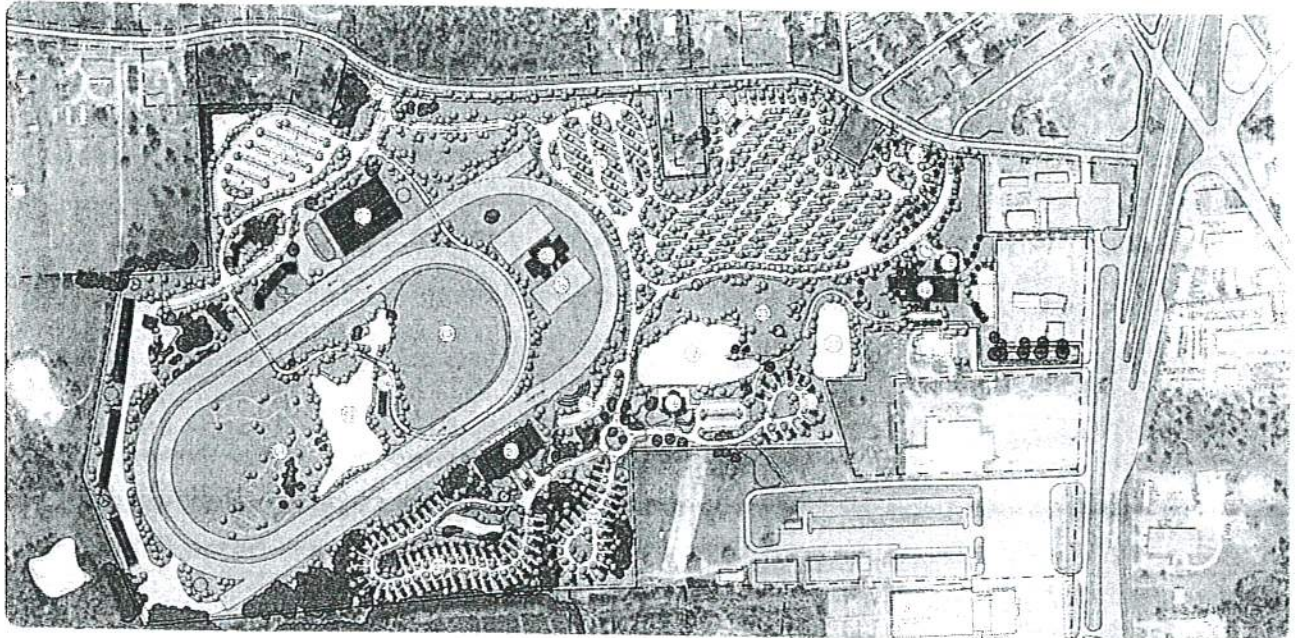
Outdoor Design Group facilitated neighborhood meetings and meetings with the adjacent schools in order to develop the master plans. Coordination with a civil engineer and surveyor was required for City approval. ODG created the final landscape and irrigation construction documents, and performed bidding and construction administration services to ensure a successful installation.



# Nacogdoches Equestrian Resort

The city of Nacogdoches, Texas partnered with a private developer to revitalize a former horse track. We master planned an equestrian center with associated accommodations, amenities, entertainment and activities.

## MASTER PLAN



LEGEND				
● Educational & Therapeutic Equestrian	● Riding & Jumping Area	● Put-through shed	● Farmers' Market	● Cottage Homes
● Field Lake	● Wash Barn	● Back-in Sites	● Lake	● Cottages
● Field Area	● Event Parking	● Bath & Laundry	● Lodge with Pool	● Pads
● Trade Pavilion	● Entry Facility	● Corral Site	● Amphitheater	
● Dressage	● Equestrian Rider RV Sites	● RV Repair Office & Registration	● Restrooms	

## Services Provided

RV resort planning; master planning; community engagement; cost estimating; feasibility study; and financial analysis (expense and revenue projections).

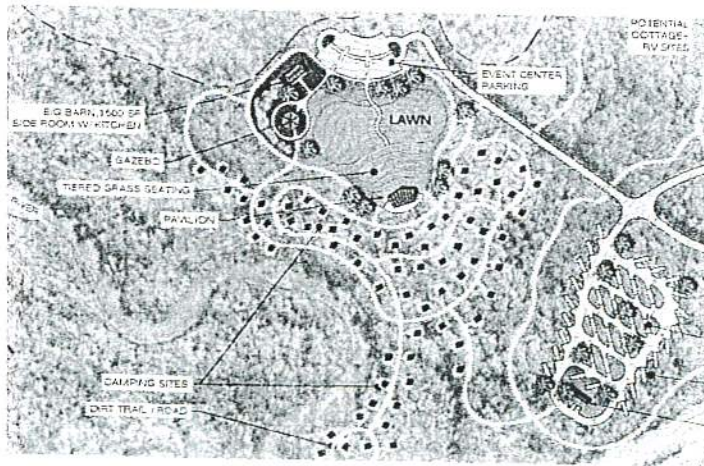


# Tallahassee RV Resort

With a property situated near a serpentine creek and nestled in a lush Florida forest, this client knew they had a great opportunity on their hands and that they just needed some help bringing the right site layout to fruition. Despite the great natural features, the site did possess some challenges that we helped the owner overcome while still offering a great design and plan. Combining a mix of campsites, RV pads, and site amenities such as a grassy amphitheater, hiking trails, and a special event venue space, this project provides a multitude of uses and still provides space for expansion in future phases.



## TALLAHASSEE RV RESORT



### Services Provided

Beginning with schematic diagram sketches and ending with a detailed rendered plan, we helped this client envision the best site uses per the natural and man-made features of this property.

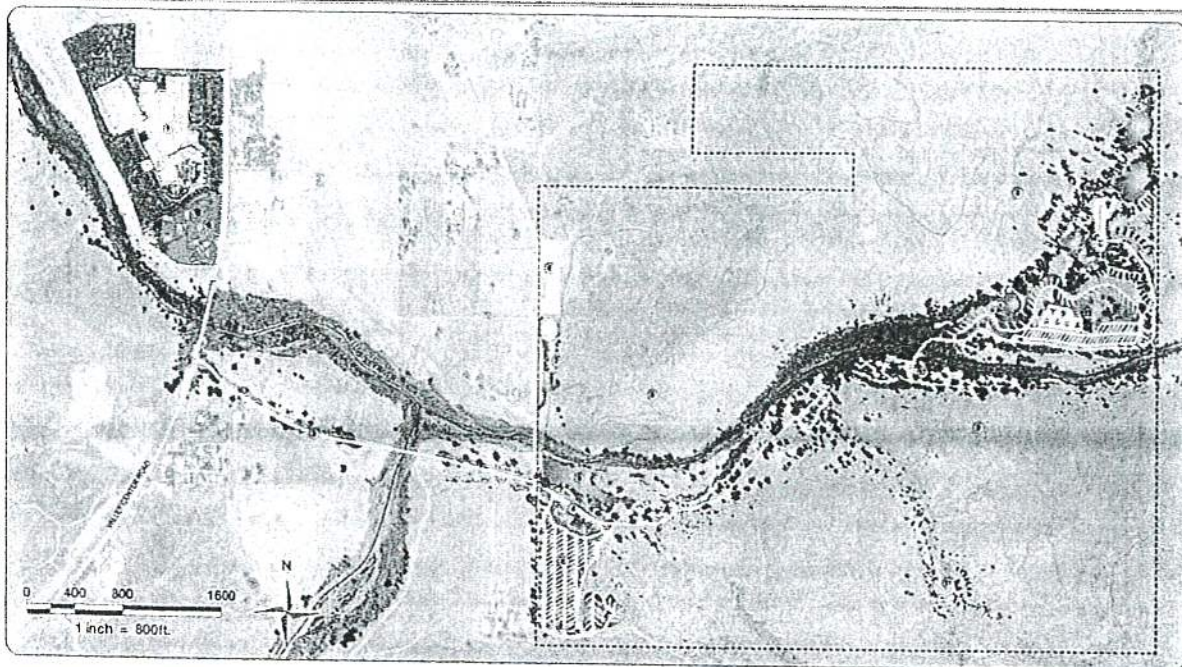


# Rincon RV Resort

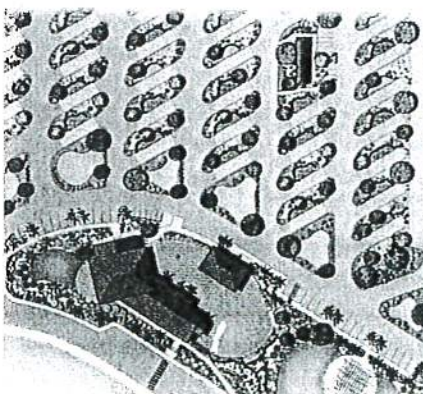
The Rincon Band of Luiseno Native American tribe approached us with the desire to help them revitalize the resort potential of their lands. Through several planning stages and many phases, this project has become a reality.

Working with the native landscapes in this California desert region, we planned a resort that honors tribal heritage while creating a new revenue stream and a first-class guest experience for visitors. The design includes RV sites, an interpretive visitor center, an event center with an outdoor pool and park area, and a trail network.

Overall Master Plan



LEGEND				
1 Hamah's Rincon Hotel & Casino	2 Landscaped Entry Road	3 Phase 1 RV Sites	4 Connected Trail Network	5 Phase 2 RV Sites
6 Entry with Landscaping & Monument Sign	7 Entry / Camper Service Building	8 Equestrian Center	9 Interpretive Center	10 Phase 2 RV Sites & Pavilion
	11 Landscaped Entry Pond	12 RC Airfield	13 Group Camp Area	14 Lodge & Conference Center



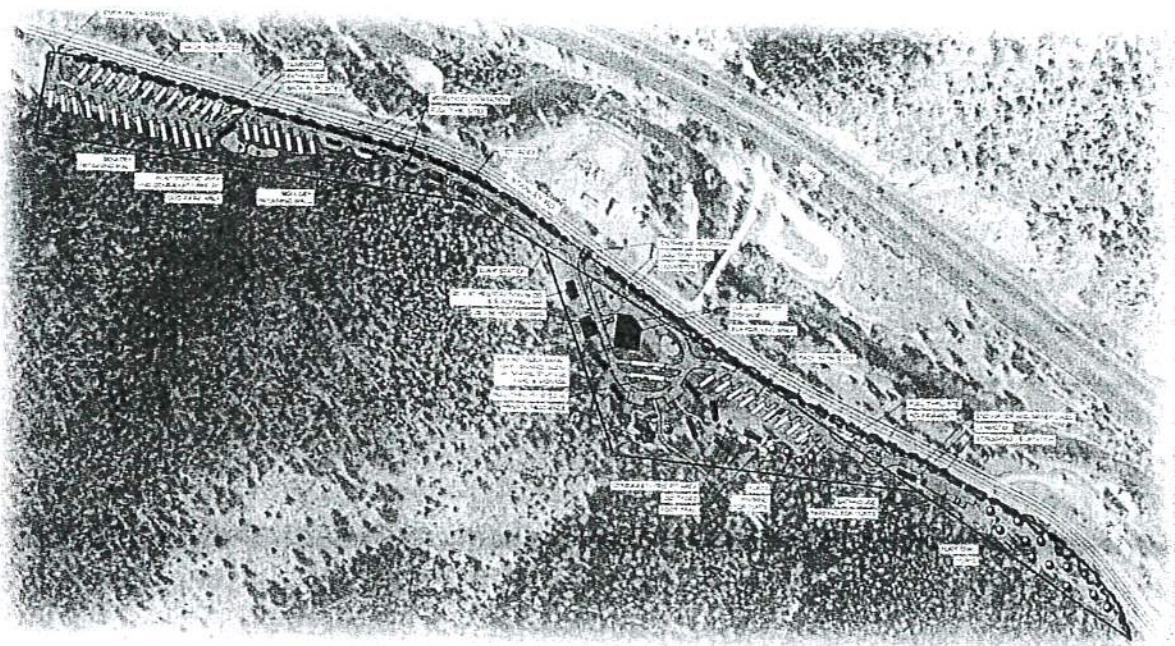
## Services Provided

Master planning, business planning (economic model, financial analysis, operations, and marketing), landscape design, irrigation design. Outdoor Design Group worked with the tribal council and key stakeholders to develop a long-term plan for the project. ODG then coordinated with the local jurisdictions and the architecture and engineering consultant teams to prepare construction documents.



# Smith Idaho Springs RV Resort

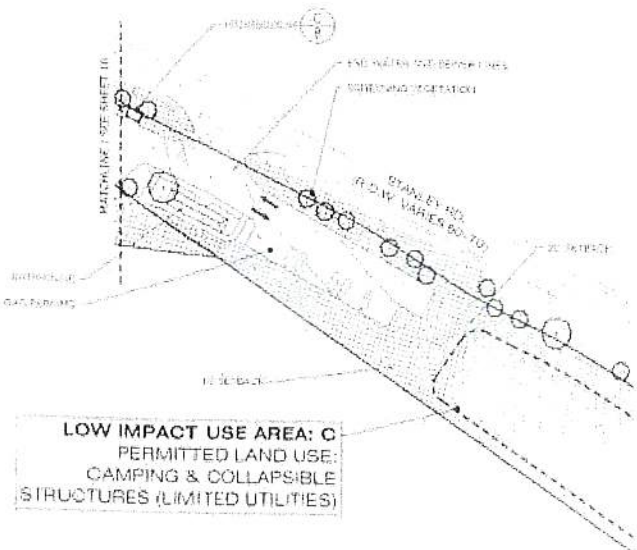
Inspired by the history of gold mining in the Rocky Mountain regions where this property is located, our client was ambitious to find a design firm that could honor his wishes to turn this former mining claim into a regional draw for travelers looking for a beautiful place to pitch a tent, park their fifth-wheel or bed down in a rustic stone cabin. Despite the long narrow orientation of the site, the plan provides a perfect setting for visitors to enjoy the beauty of the Rockies while nestled amongst the evergreens in their tent or RV site.



## SMITH / IDAHO SPRINGS RV RESORT

Clear Creek County, Colorado November 6, 2019

Site Plan



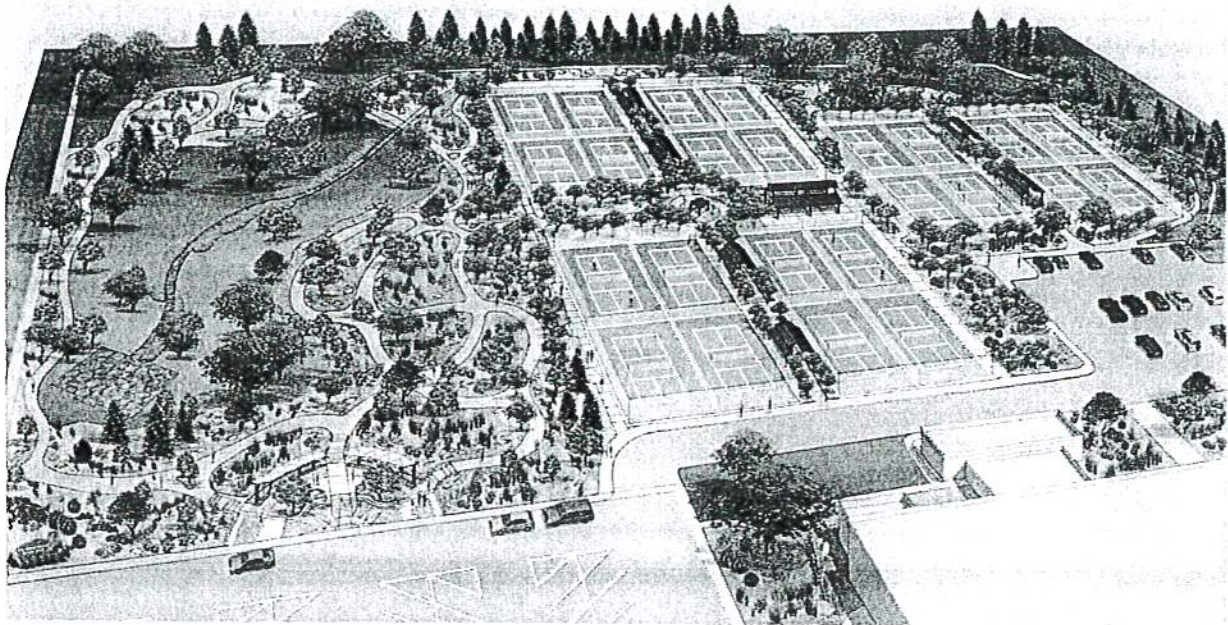
### Services Provided

Walking the site with the client, we knew this project would be a challenge we were eager to take on. We sketched out some concept layouts of the property, and working with a trusted civil engineering partner, we collaborated on several site concepts, working and reworking the layout until we reached a workable plan the client was happy with. We have also helped the client shepherd the project through the county's entitlement process, helping to steer the project towards success.



# Community Heroes Park

This location formerly hosted a church building and its empty fields that were renovated into the stunning Community heroes Park. It features areas for special events, walking trails, and storm-water management. Intertwined in the neighborhood park walking paths are specialty cactus and xeriscape gardens, sculptures, educational plaques, and quiet sitting areas



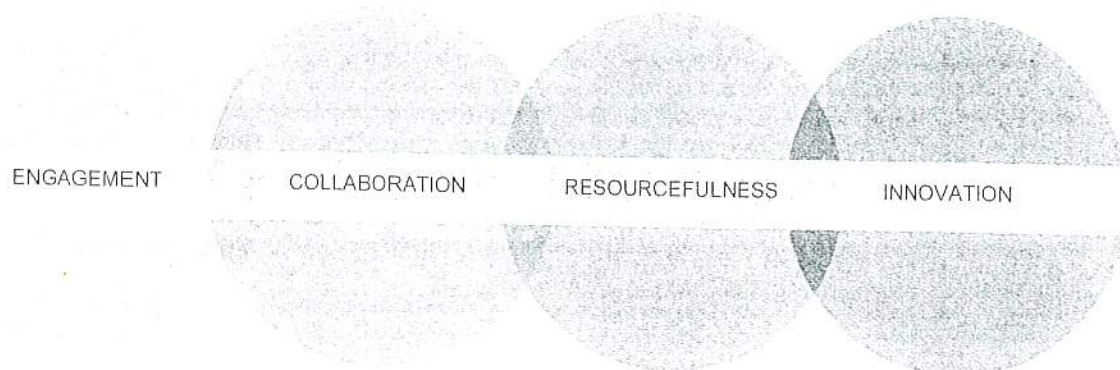
## Services Provided

ODG was involved in many stages of this large project, including meeting with the community and stakeholders, planning initial concept plans through construction documents, construction management, and assisting with volunteer projects.



# Our Approach

Outdoor Design Group (ODG) has prepared the following breakdown of our conceptual direction for the City of Blue Lake. By following this road map, we will deliver guidance to the City of Blue Lake to establish and implement plans and policies as part of the city's development.



## Engagement

Through positive and productive interactions, we will engage with town stakeholders to identify and analyze all opportunities. This will develop a consensus and vision of what the City of Blue Lake aims to achieve through the landscape enhancements.

## Collaboration

With any type of project, ODG emphasizes collaboration with the client. In this case, that includes the City of Blue Lake and regional CEDs. As needed, we will work with the parks, open space, and the Planning & Public Works Staff. The final plan and reports should embody all of these entities.

## Resourcefulness

ODG has experience assisting municipalities, committees, and developers alike with the planning and entitlement process. We also have experience applying for funding and grants. We understand that money will make or break a project, and, if necessary, we can provide assistance in identifying, applying, and engaging various funding, cost estimation, and value engineering strategies.

## Innovation

Our end goal with this project is to provide The City of Blue Lake with all of the knowledge, tools, and resources necessary to achieve great outcomes. We will accomplish this by delivering thoughtful and innovative components of this project in the form of a comprehensive plan and report.



# Scope of Work

## 1) Perform a Site Analysis & Preliminary Engineering & Environmental Investigation:

*"Analyze proposed site(s) for development strengths and constraints, including infrastructure needs and availability, clean-up costs, environmental concerns and resiliency improvements that provide multi-tiered benefits"*

*Our Approach:* To create a plan and conduct analysis of the site, it will be necessary to work with the local community and city officials to collect information. Our resources will help us gather information on development, infrastructure, environmental, and growth factors that can be utilized to assist in the design for multi-tiered benefits.\*

An on-site evaluation of site(s) and the surrounding area to assess the potential for a successful development. The analysis will include:

1. Land and Environmental Conditions: current, historical, and surrounding land use; physical land characteristics and developable acres; environmental constraints; available utilities; accessibility, Phase I Environmental Site Assessment.
2. Regulatory/Legal Permissibility and Public Perception: zoning; regulatory constraints; local atmosphere for development; potential opposition
3. Marketability: attractive, natural setting (e.g., rivers, lakes, beach, mountains, etc.), area attractions (e.g., theme parks or other entertainment venues and activities), current local accommodations.

Data from Elements 1 – 3 above will contribute to our highest and best use analysis for the site(s).

*\*Exclusions: Based on the findings from the Phase I ESA, a Phase II ESA may be required. If a Phase II ESA is required and environmental impacts are discovered, a remedial alternatives analysis with associated clean up cost projections will be provided.*

## 2) Conduct a Community & Regional Needs Assessment for Recreations Accommodations:

*"Identify community and regional development needs, including identification of amenities that provide year-round revenue and provide support to new and existing businesses (i.e., development of conference/meeting space, year-round accommodations for business travelers and winter recreation enthusiasts"*

*Our Approach:* Calling on our past projects, we will cull applicable knowledge and experience regarding best practices in running and planning a camping and RV resort regarding best practices in determining the highest and best use of sites, including accommodations and amenities, and commercial developments that will be mutually beneficial.



We will conduct a thorough market analysis to understand the current users, and potential future target users for the project. These factors will help drive the redesign and business model for a successful site.

A market analysis and economic model will establish potential land use options for the site(s) to be evaluated. Desktop and on-site market research will be conducted on surrounding or similar competition for each land use option to establish market demand, type and quality of development, and price points. An economic model will determine the most profitable development strategy for each potential land use. The analysis may include visits with local regulatory officials or real estate professionals to further evaluate potential land use options.

As the site plan is unfolding from concept to final plan, we will compile suggestions on what approaches, elements, and amenities are recommended for this area to achieve a successful outcome and provide the best value to implement.

### **3) RV Park and Campground Fiscal Analysis & Financing Plan:**

*"Complete a financial and performance analysis of the project; the analysis should identify development costs, revenue potential, operational costs and investment strategies. The analysis should evaluate the development from a mid-range and high-end operational structure."*

*Our Approach:* Our team will review, in detail, the current operations at the City of Blue Lake. The reservation system, reservation process, hosting, and maintenance procedures will be reviewed. Recommendations will then be made on staffing and operations that will accommodate the new improved city of Blue Lake, with the goal of providing an exceptional guest experience for users.

- Review of the reservation system and process - options for improvement
- Review and recommendations for the City of Blue Lake maps and website
- Signage recommendations
- Maintenance facilities, budget, and operations
- Staffing recommendations

A detailed financial analysis will be provided for the proposed RV resort, including pre-engineered capital expenditure estimates, five-year revenue projections (including recommended rates and occupancy), payroll and operating expenses, funding analysis, and an investment analysis. Two development concepts will be evaluated, including a mid-range resort and a high-end resort.

A high-level financial feasibility analysis will be provided for each potential land use option (other than the RV resort) to evaluate potential profitability using assumptions for capital expenditures, revenue potential and operating expenses.

### **4) Secondary Business Development:**

*"perform an analysis of secondary/support business opportunities that will be generated from the proposed development. This analysis will identify opportunities to create reciprocal economies with shared development investment and infrastructure improvements (i.e. common*



*parking features, landscaping improvements, cross marketing, amenity and service provisions, etc...*

*Our Approach:* Researching the surrounding market where the City of Blue Lake is located, we will look at competing and similar operations in the region, creating a spreadsheet to compare various metrics. We will also examine the current market audience and also what other potential market demographics could be tapped to drive future business.

- Market Research: Review, analyze, and evaluate the surrounding market
- Identify target market
- Identify future trends and usage
- Market Analysis Report

Based on the findings from the highest and best use analysis (Items 1 – 3 above), we will master plan a cohesive strategy to cross market and operate the proposed RV resort with existing and/or future businesses in the community with the purpose of providing profitability for the City of Blue Lake and a desired destination for future tourists.

*\*Exclusions: Contingency if additional analyses are required after initial analysis*

## **5) Preliminary Designs:**

*"create a preliminary design and layout of the proposed facility, including an architectural rendering that can be used for investment marketing."*

*Our Approach:* After conducting thorough site analysis research and investigations, we will utilize that body of information to create concepts, sketches, and design plans during the schematic design phase, on an iterative path to a final site plan.

In a collaborative process with city staff and community stakeholders, we will work through multiple concept plan ideas before reaching a refined final plan that achieves the goals set forth by city staff. Working through multiple concept plans will allow us to envision different approaches to finding the right mix of solutions so we can arrive at the best recommendations of how to improve the site.

- Schematic Site Design: Concepts sketches, diagrams and plans
- Suggested Budgetary Expenditures
- Detailed Site Design: final site design & layout
- Prioritized Projects List

We will synthesize all the information gleaned from the business modeling, financial analysis, operations analysis, as well as the site analysis and site plan concepts, into a final written report that will serve as a road map for city staff to proceed with planning renovations in the City of Blue Lake. Along with this report, we will take the final site plan drawings one step further, and produce a detailed site plan rendering.

- Assess and integrate feedback from city staff
- Final Deliverables: Color Detailed Site Plan Rendering, Written Report, Architectural Rendering for Investment Marketing



## 6) Grant Management:

*"Manage grant objectives, reporting and matching requirements as identified in the grant application"*

*Our Approach:* We will monitor compliance with all grant requirements throughout the design process. In addition, we will manage all reporting requirements, in collaboration with the appropriate staff of the City of Blue Lake, including but not limited to two annual performance/progress reports and two annual fiscal reports.

*\*Exclusions:* Grant management will be limited to the planning period of this RFQ, approximately one year. If additional grant management services are desired, services can be provided under a separate contract.



# Areas of Development

Humboldt County has suffered from a lack of pre-planning for natural disasters; this need will be addressed in the development plans for the City. All topics mentioned will include consideration for disaster planning to help sustain the City of Blue Lake and create resiliency.

## **RV Park and Campground Development**

*Our Approach:* Outdoor Design Group has designed over 50 RV Parks and Campgrounds regionally and locally. Our site assessment (existing features, land availability, budget, capacity, traffic circulation, parking, business development, etc....) will allow us to create a custom RV and Campsite layout personalized to the City of Blue Lake needs and goals.

## **Sports Complex and festival space**

*Our Approach:* Since the City of Blue Lake is home to a world-renowned school of physical theater, creating an event space for performance and practice can benefit the development of students and the local economy. A festival space will be created for theater and other various types of events. Using City's current surveys and research, a festival space will be created to support the City and account for potential growth.

We will explore sports field and active recreation amenities that will work in tandem with the RV Park and festival spaces. This will allow all of the improved amenities to be utilized to their fullest capacity , taking advantage of the limited ability to develop outward.

## **Bicycle, pedestrian, and equestrian development**

*Our Approach:* The City of Blue Lake has sought assistance in safety, access, and parking for the recreational pathways and along the Mad River to create an inviting and higher functioning space. With this in mind, points of concern will be identified so short-term, and long-term goals can be completed. Bicycle, pedestrian, and equestrian trails will be planned to enhance and work in harmony with other uses, while providing the community with more active recreation opportunities.

## **Fueling Station**

*Our Approach:* Fueling station(s) will be placed regarding visitors' and residents' accessibility. While the addition of an RV Park will require more fuel, it will also be required as the City continues to grow. Understanding growth projection, enhancing transportation routes, and increasing parking will help assist in locating stations for anyone passing through or staying in the City of Blue Lake.



### **Restaurant / Bakery**

*Our Approach:* Creating lodging, increasing amenities and growth of the City will promote interaction with the local economy; therefore, increasing food production or availability will be essential. Through site research, we will focus on the addition of food resources such as a restaurant and/or bakery that encourages healthy competition, increases the value of businesses, and provides job opportunities.

### **Grocery / Mercantile**

*Our Approach:* Similar to restaurants, a local grocery store will be necessary with the potential increase of residents and visitors. As we know, this will allow local residents to contribute to the sale of goods, increase local jobs, and provide for the City. Its placement will be key to reaching all consumers and producers to sustain the business and people.

### **Recreation / Rental Facility (kayak, bikes, etc....)**

*Our Approach:* Various types of recreational locations will be added throughout the project area. While some amenities help promote RV parks and camping, others help attract visitors or support the residents. With our extensive previous knowledge on planning, and consideration of the City of Blue Lake's space and needs, the preliminary plan will establish locations that support the activity or resources needed to complete the activity safely and efficiently. These resources help establish tourism and increase business value, which are the main economic factors of the City of Blue Lake. Therefore community involvement and market and opportunity analysis will help guide the best layout for the City.

### **Fishing guide services / Tackle shop**

*Our Approach:* Since safety and accessibility have been large issues for fishing, location, parking availability, pathways, vegetation coverage, and riparian flow will all be considered in the layout. By adding value to these resources and adding fishing services/tackle shop will promote success in the business.

### **Equine facilities, including event space and lodging**

*Our Approach:* As the City of Blue Lake is known for its biking, pedestrian, and equine trails, it is important to keep their value high. Storage of horses, equine waste, equine health resources, and potential land damage need to be included in the decision for placement of an equine center. Depending on the opportunity analysis, an event center and its extent of amenities could encourage space for horse shows, school education, or other gatherings.



# Proposed Fees

<b>1) Perform Site Analysis &amp; Preliminary Engineering &amp; Environmental Investigation</b>	
Site Visit (2 days*):	\$4,200 (2 people)
Site Analysis Report:	\$2,500
Phase 1: Environmental Investigations	\$7,500
<b>2) Conduct a Community &amp; Regional Needs Assessment for Recreations Accommodations</b>	
	\$8,000
<b>3) RV Park and Campground Fiscal Analysis &amp; Financing Plan</b>	
	\$10,000
<b>4) Secondary Business Development</b>	
Market Research:	\$2,000
Market Analysis Report:	\$2,000
<b>5) Preliminary Designs</b>	
Schematic Site Design:	\$5,500
Detailed Site Design:	\$9,000
<b>6) Grant Management</b>	
	\$10,000 (4 reports)

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**TOTAL PROPOSED FEE: \$ 60,700.00**

*\* Additional Site Visits: \$1,250 per day plus expenses (1 person, \$500 per additional staff member if the City feels another staff member is warranted)*

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**Expenses:** All travel and project expenses will be billed additional per the following expenses fees table:

Expense Item	Fee
Vehicle Mileage (Non-Rental Car)	Current IRS Rate
Airfare (Economy Class)	Reimbursed at Cost
Lodging (Hampton Inn, Holiday Inn Express, or comparable)	Reimbursed at Cost
Rental Car / Ride Sharing (Intermediate Car or SUV [if necessary]; Ride sharing fees [e.g., Uber, Lyft])	Reimbursed at Cost
Travel Meals	\$45 / Day
Other (including, but not limited to, toll fees, fuel, parking, printing costs, etc.)	Reimbursed at Cost

## Hourly Rates:

Principal	\$120.00 / Hour
Senior Staff	\$100.00 / Hour
Staff Designer	\$85.00 / Hour
Graphic Design	\$75.00 / Hour
Clerical	\$50.00 / Hour



# Compliance Matrix for RFQ

1.	FIRM OR INDIVIDUAL NAME, ADDRESS, TELEPHONE, NUMBER, EMAIL ADDRESS, WEBSITE ADDRESS, AND YEAR ORGANIZED OF THE FIRM OR PERSON SUBMITTING THE PROPOSAL	PG 5.1	PG. 1	YES
2.	QUALIFICATIONS, LICENSES, CERTIFICATIONS, SPECIALIZED TRAINING AND EDUCATIONAL/PROFESSIONAL RESUME OF ALL PERSONS THAT WOULD PROVIDE SERVICES UNDER ANY RESULTING CONTRACT	PG 5.2	FIRM PROFILES Pg. 5-10 RESUMES Pg. 13-18	YES
3.	A DESCRIPTION OF CAPABILITIES TO SATISFY THE REQUIRMENTS OF THIS RFP; INCLUDING ANY PREVIOUS EXPERIENCE OR SERVICES PROVIDED IN A SIMILAR CAPACITY;	PG 5.3	Pg. 19-21	YES
4.	PROVIDE A LIST OF A MINIMUM OF THREE (3) REFERENCES FOR SIMILAR SERVICES ONLY, WHO CAN ATTEST TO THE RESPONDENT'S KNOWLEDGE, QUALITY OF WORK, TIMELINESS, DILIGENCE, AND PROFESSIONALISM. RESPONDENT MUST INCLUDE NAMES, CONTACT PERSONS, AND PHONE NUMBERS FOR ALL REFERENCES;	PG 5.4	PG. 22	YES
5.	OTHER FACTORS OR SPECIAL CONSIDERATIONS YOU FEEL WOULD INFLUENCE YOUR SELECTION;	PG 5.5	Pg. 23-27	YES
6.	FEE SCHEDULE AND RATES- PROVIDE HOURLY RATES FOR EACH PERSON ASSIGNED TO THE CITY, OR ANY ALTERNATIVE FEE STRUCTURE THAT YOU PROPOSE;	PG 5.6	PG. 34	YES
7.	SCOPE OF WORK-PROVIDE A DETAILED DESCRIPTION OF YOUR PROPOSED APPROACH AND HOW IT WILL MEET THE NEEDS OF THE CITY AND OUR BUSINESS COMMUNITY. THIS SHOULD INCLUDE A DETAILED DESCRIPTION OF ANALYSIS TOOLS AND METHODS AND A DESCRIPTION OF FINAL OUTCOMES AND RESULTS.	PG 5.7	PG. 28-31	YES