



Wellfleet Selectboard

Note: Start Time of 7pm

The Wellfleet Selectboard will hold a public meeting on **Thursday, February 23, 2023, at 7:00 p.m.** The Chapter 107 of the Acts of 2022, this meeting will be conducted in person and as a courtesy via remote means, per 940 MCR 29.10 and the Town's Remote Participation Policy. While an option for remote attendance and/or participation is provided as a courtesy to the public, the meeting/hearing may not be suspended or terminated if technological problems interrupt the virtual broadcast unless otherwise required by law.

Joining the Meeting:

In-person at the Wellfleet ACC, 715 Old King's Highway, Wellfleet, MA, 02667

Join the meeting hosted in Zoom by using the following link:

<https://us02web.zoom.us/j/85689604806?pwd=blplVFZlZzZViQ0xNWkZKMm9iMVdrdz09>

By Phone: **phone to +1 929 205 6099** and enter **Meeting ID: 856 8960 4806** | **Passcode: 611877** Landline callers can participate by dialing *9 to raise their hand.

To Participate during public comment:

- Zoom: Raise hand to be called on to speak.
- Phone: dial *9 to raise your hand.

It is at the Chair's discretion to call on members of the public. All speakers must be recognized to speak. If attending a meeting in person, please find the closest available microphone and confine any personal conversations to outside the meeting room. Anyone may record the session but must notify the Chair and may not interfere with the meeting to record it.

Additionally, the meeting will be broadcast live, in real time, via live broadcast on Comcast cable (Wellfleet Government TV Channel 18), also available via livestream or Video on Demand (VOD) recordings at wellfleet-ma.gov

I. *Announcements, Open Session and Public Comments*

Note: Public comments must be brief. The Board will not deliberate or vote on any matter raised solely during Announcements & Public Comments.

II. *Consent Agenda*

- A. Approve the annual plant fundraiser use of town hall driveway between town hall and Abyoyo ~ Wellfleet Gardner's ~ May 27, 2023, 6am-1pm
- B. Approve the appointment of Wayne Clough to the Council on Aging Advisory Board for a term of 3-years.
- C. Cable, Internet, and Cellular Service Advisory Committee Charge

III. *Use of Town Property*

- A. Long Pond and Powers Landing drop off areas, 9am-5pm; Monday through Sunday May 15, 2023, through September 30, 2023, ~ Jack's Boat Rentals, Mike Schiller, owner.
- B. National MS Society ~ Cape Cod Getaway Event ~ June 25, 2023, 9:30am through 4:00pm. ~ Dia Jones, event Manager

IV. *Board/Committee Appointments and Updates*

- A. Nomination of Lili Ann Green Cape Cod National Seashore Advisory Commission, Voting member

V. *Business*

- A. Bid awarding for Maurice's campground ~ Town Administrator
- B. Town meeting date, time, location ~ Moderator
- C. Opening of Annual Town Meeting Warrant ~ Town Administrator
- D. Naming the 95 Lawrence housing project Road ~ Kathleen Bacon
- E. Letter to DEP Subject: our watershed permit application
- F. FY24 Proposed Staffing Position ~ Town Administrator
- G. FY24 Establishment of the position of Finance Director ~ Town Administrator
- H. Memo to the Planning Board from the Selectboard regarding dates for a public hearing for the zoning amendments

VI. *Selectboard Reports*

VII. *Town Administrator's Report*

VIII. *Topics for Future Discussion*

X. *Vacancy Reports*

XI. *Minutes*

- A. February 7, 2023

XII. *Adjournment*



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

I

ANNOUNCEMENTS, OPEN SESSION, AND PUBLIC COMMENTS

REQUESTED BY:	Wellfleet Selectboard
DESIRED ACTION:	Announcements to the board and public
PROPOSED MOTION: SUMMARY:	NOTE: Public comments must be brief. The Board will not deliberate or vote on any matter raised solely during Announcements & Public Comments.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

II

CONSENT AGENDA

REQUESTED BY:	Various Parties
DESIRED ACTION:	To approve the following without objection
SUMMARY:	I move to approve the following items with no objection: <ul style="list-style-type: none">• Approve The Use of town property ~ driveway between town hall an Abyoyo ~ May 27, 2023, from 6am to 1pm with no fee required.• Approve the appointment of Wayne Clough to the Council on Aging Advisory Board for a term of three years to end June 30, 2025.• Cable, Internet, and cellular service advisory committee charge

APPLICATION FOR PERMIT TO USE TOWN OWNED PROPERTY

TOWN OF WELLFLEET
300 MAIN STREET
WELLFLEET, MA 02667

Applicant Karen Kaminski

Affiliation or Group Wellfleet Gardeners

Telephone Number 508-349-1111

Mailing Address P.O. Box 1495

Email address Karen.Kaminski@gmail.com Wellfleet, Ma

Town Property to be used (include specific area) Driveway between Abyoyo and Town Hall

Date(s) and hours of use: May 27, 2023 6 AM - 1 PM

Describe activity including purpose, number of persons involved, equipment to be used, parking arrangements, food/beverage service, etc. Also, please indicate if fees will be charged by applicant.

Sale of plants - fundraiser - supports talks and refurbishing of Rt. 6 islands

Describe any Town services requested (police details, DPW assistance, etc.)

None

NOTE TO APPLICANTS: All applications must be accompanied by a non refundable \$50.00 processing fee. Applications must be received at least 30 days prior to the first event date to ensure that all reviews can be completed prior to the event. This application is only for permission to use Town property. Any additional licenses, such as food service permit, etc., may be required and it is the applicant's responsibility to secure the same.

Action by the Board of Selectmen:

Proof of Insurance Required

Approved as submitted

Approved with the following condition(s): _____

Disapproved for following reason(s): _____

Date: _____

Processing Fee: \$50.00 pd.

Fee: _____

APPLICANT IS RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND INSPECTIONS

Health/Conservation Agent: Comments/Conditions: Permits/Inspections needed:	Inspector of Buildings: NIA Comments/Conditions: Permits/Inspections needed:
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OK
Shelley

Police Department: Comments/Conditions:	Fire Department: Comments/Conditions:
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OK
Chief
Shelley

OK
Chief
Faulley

DPW: Comments/Conditions:	Community Services Director: Comments/Conditions:
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OK - Jay Norton

Harbormaster: Comments/Conditions:	Shellfish: Comments/Conditions:
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NIA

NIA

Recreation: Comments/Conditions:	Town Administrator: Comments/Conditions:
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OK - Becky Rosenberg



TOWN OF WELLFLEET
APPLICATION FOR TOWN BOARDS & COMMITTEES MEMBERSHIP

Wellfleet depends on its citizens to carry out many of our government's activities. Your community needs your help. *Please volunteer.*

FILL OUT THE FORM BELOW and mail it to:

Wellfleet Selectmen's Office, Town Hall, 300 Main Street, Wellfleet, MA 02

Name Wayne Clough Date 2/7/23

Mailing Address P.O. Box 339

South Wellfleet, MA 02663

Phone (Home) 508-349-3238 (cell) 617-538-1133

E-mail gacwlc2012@gmail.com

Please describe briefly any work experience, including volunteer service, that you feel would be

useful to the Town: I have a financial and real estate background spanning 50 years. As a non-resident taxpayer I have been An active participant in Wellfleet activities since 197. I was a Board Member and Past President of the former Wellfleet National Seashore Taxpayers Association, currently known as the Wellfleet Non-Resident Taxpayers Association. I was a member of the 2018 Wellfleet Parking Task Force. I am currently a Board Member of the Wellfleet Forum, Co-Treasurer of the Wellfleet Historical Museum, assist the Shellfish Department with routine maintenance projects (aka Johnny Clams Crew.) and I am a "Woodchuck" volunteer for the Cape Cod National Seashore. I am currently assisting in pursuing funding to refurbish the gardens surrounding the Adult Community Center.

Please add any other information that you think may be useful, including education or other formal training, specialized courses, professional licenses or certifications, etc.:

My formal education consists of an accounting degree from Bentley University, a Master's in Business Administration from Babson University and additional training in project feasibility and finance.

Committees/Boards of Interest:1) Council on Aging Advisory Board

Town of Wellfleet Boards and Committees

Bike & Walkway Committee	3 year term
Board of Assessors	3 year term
Board of Health	3 year term
Board of Water Commissioners	3 year term
Building and Needs Assessment	3 year term
* Bylaw Committee	3 year term
Cable Advisory Committee	1 year term
Cape Cod Commission	3 year term
*Cape Cod Regional Technical High School	(ATM)
*Charter Review Committee	(ATM)
Commission on Disabilities	3 year term
Community Preservation Committee	3 year term
Comprehensive Wastewater Management	3 year term
Conservation Commission	3 year term
Council on Aging	3 year term
Cultural Council	3 year term
Energy Committee	3 year term
* Finance Committee	3 year term (ATM)
Health Care Campus Committee	Indefinite
Historical Commission	3 year term
Housing Authority	5 year term (ATM)
Local Housing Partnership	1 year term
Marina Advisory Committee	2 year term
Natural Resources Advisory Committee	3 year term
Open Space Committee	1 year term
Personnel Board	3 year term
Planning Board	5 year term
Recreation Committee	3 year term
Recycling Committee	3 year term
Shellfish Advisory Board	3 year term
* Social and Human Services Committee	3 year term
Zoning Board of Appeals	3 year term

VACANCIES IN BOLD

** Appointed by Moderator*

05/03/2018

Cable, Internet, and Cellular Service Advisory Committee charge

As Passed

To advise and assist the Selectboard in the:

1. Negotiation of the Town's license agreement with the cable and internet operators, for long-term contracts.
2. Availability of High-Speed Internet availability throughout the Town and identification underserved areas.
3. Develop implementation plans to bring Cell and Data services to underserved areas with a priority focus on those areas where the lack of service is a detriment to public safety and town services.
4. The monitoring, support and operation of regional public access TV and Town Media Channels

Recommended Revision:

To advise and assist the Selectboard in the following:

1. Negotiations of the Town's license agreements with the cable and internet operators, for long-term contracts.
2. Availability of High-Speed Internet throughout the Town and identification of underserved areas.
3. Development of implementation plans to bring Cell and Data services to underserved areas with a priority focus on those areas where the lack of service is detrimental to public safety and town services.
4. The monitoring, support, and operation of regional public access TV and Town Media Channels

Revisions

Added 'following' to the end of the first line

Make negotiation and agreement plural in Point 1

Removed redundant 'availability' in Point 2

Added 'of' before underserved in Point 2

Change 'Develop' to 'Development' and add 'of' in Point 3

Change 'a detriment' to 'detrimental' in Point 3

Added a comma after support in Point 4



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

III

PUBLIC HEARINGS

~ A ~

REQUESTED BY:	Culley Schultz and Eric Bremicker
DESIRED ACTION:	To approve one-day special event liquor license for a rehearsal dinner
PROPOSED MOTION:	I move to approve the One-Day Special Event Liquor License on September 9, 2023, at the Baker's Field Pavilion to Culley Schultz and Eric Bremicker from 5pm to 8pm; for a fee of \$100 for their rehearsal dinner.
SUMMARY:	
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

TOWN OF WELLFLEET
APPLICATION FOR SPECIAL EVENT LIQUOR LICENSE

1. Applicant Culley Schultz + Eric Bremicker Affiliation N/A

Address 3747 N Clark St, 3N, Chicago Telephone 862 596 0211
IL 60613

2. Type of License All Alcohol (\$150.00/day) _____ Beer and Wine (\$100.00/day)

3. Type of Activity Being Conducted rehearsal dinner

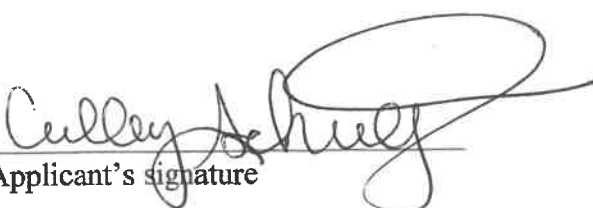
4. Date Fri. 9/8/23 Hours of Service 5:00 - 8:00 pm

5. Description of Premises Baker's Field Pavilion pending
application approval

6. Name, Address, Telephone of Designated Manager (person responsible for activity)
Culley Schultz - same details as applicant

7. If activity involves food service, please describe fully (i.e. raw shellfish, heated casseroles, bakery goods, etc.)

A pot style clambake will be catered by
Clambakes, Etc


Applicant's signature

Fee: ~~100~~ 100.00 - ones

Processing Fee \$50.00 pd ✓

Police Department Chief Herley

Comments/Conditions ok

Building Department N/A

Comments/Conditions _____

Fire Department Chief Pauley

Comments/Conditions ok -

Health Department OK

Comments/Conditions Delaney
Removal

DPW Department OK DPW

Comments/Conditions Jay Norton

Town Administrator _____

Comments/Conditions _____

Other Recreation -

Comments/Conditions ok Blakey
Rosenberg

Other _____

Comments/Conditions _____

Date Received _____

Fee _____

Date Issued _____



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

III

PUBLIC HEARINGS

~ B ~

REQUESTED BY:	Beach Director, Suzanne Grout Thomas, & Recreation Director, Becky Rosenberg
DESIRED ACTION:	To amend the current Wellfleet Beach Sticker and Recreation fees
PROPOSED MOTION:	I Move to approve the amendments as presented at tonight's meeting for the Wellfleet Beach Sticker and Recreation fees.
SUMMARY:	
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition (s):
VOTED:	

To: Selectboard

Cc: Rich Waldo, Town Administrator

Date: January 6, 2023

Re: creation of a Beach sticker for people who rent at least six months but less than one year

The Town of Wellfleet has always permitted residents of our mobile home communities to purchase Resident Beach and Transfer stickers based on the theory that the individuals either own or rent a year round housing unit in these locations; Massasoit Hills, Harborside Village and Maurice's. Now that the Town owns Maurice's, it has come to my attention that the individuals who rent campsites annually are permitted to be on location for six months out of the year, not for an entire calendar year. They are not actually eligible to purchase Resident Beach and Transfer stickers under our existing

regulations.

To be eligible for a **Resident Beach Sticker**, the applicant must be one of the following:

1. A registered voter in the Town of Wellfleet
2. Listed as a year-round resident on the Town of Wellfleet Census
3. Listed as a real estate property owner in the Assessor's office with property that has a tax bill issued with a total annual tax amount owed of at least \$400.00
4. The spouse or domestic partner of a listed real estate property owner
5. The dependent of a listed real estate property owner with the same year round address on a Driver's license, picture ID or Student ID
6. A Trustee of real estate property listed in the Assessor's office
7. Active military personnel whose home of record is Wellfleet
8. Non-resident employee of the Town of Wellfleet (limited to one sticker per employee)
9. A member of the Mashpee Wampanoag Nation or member of other Native Tribes under the conditions noted in the Town of Wellfleet Tribal Rights Beach Access Declaration. (3/22/2022)

In 2023, a Resident Beach sticker will be \$35 per vehicle for the fiscal year from 7/1/2023 through June 30, 2024. The cost for a Seasonal sticker will be \$325 per vehicle.

I propose that a sticker be created for folks that are renting in Wellfleet from six months up to 364 days a year at a cost of \$150 per vehicle. In 2022, there were 210 people listed as eligible for Resident Beach stickers. If each of them purchased a sticker, the revenue would have been \$6300. If the same 210 people paid \$150 for a six months and over sticker, the revenue would be \$31,500.

	2021	2022	2023	2024	2025
Beach Permit - Resic	\$30.00	\$30.00	\$35.00	\$35.00	\$35.00
- Seasonal	\$300.00	\$325.00	\$325.00	\$350.00	\$350.00
Six Month Seasonal			\$150.00		
- Two Week Visitor	\$180.00	\$190.00	\$190.00	\$200.00	\$200.00
- One Week Visitor	\$95.00	\$100.00	\$100.00	\$105.00	\$105.00
- Three Day Visitor	\$60.00	\$65.00	\$65.00	\$70.00	\$70.00
Daily Parking Fee	\$30.00	\$30.00	\$30.00	\$30.00	\$30.00

Beach	2011	2012	2013	2014	2015
Beach Permit - Resident	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 25.00
- Seasonal	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00
- Two Week Visitor	\$130.00	\$130.00	\$140.00	\$140.00	\$150.00
- One Week Visitor	\$ 75.00	\$ 75.00	\$ 80.00	\$ 80.00	\$ 85.00
- Three Day Visitor	\$ 40.00	\$ 40.00	\$ 45.00	\$ 45.00	\$ 50.00
Daily Parking Fee	\$ 10.00	\$ 20.00	\$ 20.00	\$ 20.00	\$ 20.00

	2016	2017	2018	2019	2020
Beach Permit - Resident	\$ 25.00	\$ 25.00	\$ 25.00	\$ 30.00	\$ 30.00
- Seasonal	\$250.00	\$250.00	\$250.00	\$300.00	\$300.00
- Two Week Visitor	\$150.00	\$160.00	\$170.00	\$170.00	\$180.00
- One Week Visitor	\$ 85.00	\$ 85.00	\$ 90.00	\$ 90.00	\$ 95.00
- Three Day Visitor	\$ 50.00	\$ 50.00	\$ 55.00	\$ 55.00	\$ 60.00
Daily Parking Fee	\$ 20.00	\$ 20.00	\$ 20.00	\$ 30.00	\$ 30.00

PROPOSED FEES

	2021	2022	2023	2024	2025
Beach Permit - Resident	\$ 30.00	\$ 30.00	\$ 35.00	\$ 35.00	\$ 35.00
- Seasonal	\$300.00	\$325.00	\$325.00	\$350.00	\$350.00
- Two Week Visitor	\$180.00	\$190.00	\$190.00	\$200.00	\$200.00
- One Week Visitor	\$ 95.00	\$100.00	\$100.00	\$105.00	\$105.00
- Three Day Visitor	\$ 60.00	\$ 65.00	\$ 65.00	\$ 70.00	\$ 70.00
Daily Parking Fee	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00

The traditional pattern is to raise Resident Stickers once every five years and to raise Visitor stickers every other year.

tblLineItem	tblCategory	tblLineItemID	tblReceiptCode	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
Extended Rec Daily	Rec Reserved-Bakers Field	20-630-4321-201007	RRBAKF	\$25.00	\$30.00	\$35.00	\$40.00	\$45.00	\$50.00
Extended Rec Season	Rec Reserved-Bakers Field	20-630-4321-201007	RRBAKF	\$220.00	\$250.00	\$275.00	\$275.00	\$300.00	\$300.00
Extended Rec Weekly	Rec Reserved-Bakers Field	20-630-4321-201007	RRBAKF	\$60.00	\$75.00	\$90.00	\$105.00	\$120.00	\$135.00
Rec Daily	Rec Reserved-Bakers Field	20-630-4321-201007	RRBAKF	\$20.00	\$30.00	\$30.00	\$30.00	\$40.00	\$40.00
Rec Non-resident	Rec Reserved-Bakers Field	20-630-4321-201007	RRBAKF	\$200.00	\$240.00	\$240.00	\$275.00	\$275.00	\$300.00
Rec non resident sibling	Rec Reserved-Bakers Field	20-630-4321-201007	RRBAKF	\$100.00	\$125.00	\$125.00	\$125.00	\$125.00	\$15.00
Rec resident	Rec Reserved-Bakers Field	20-630-4321-201007	RRBAKF	\$100.00	\$125.00	\$125.00	\$125.00	\$150.00	\$150.00
Rec resident sibling	Rec Reserved-Bakers Field	20-630-4321-201007	RRBAKF	\$55.00	\$65.00	\$65.00	\$65.00	\$75.00	\$75.00
Rec+Swim	Rec Reserved-Gull Pond	20-630-4323-201007	RRGULP	\$15.00	\$20.00	\$20.00	\$25.00	\$25.00	\$30.00
Swim - 1 week	Rec Reserved-Gull Pond	20-630-4323-201007	RRGULP	\$75.00	\$80.00	\$80.00	\$90.00	\$90.00	\$100.00
Swim Non-resident Season	Rec Reserved-Gull Pond	20-630-4323-201007	RRGULP	\$225.00	\$250.00	\$250.00	\$275.00	\$275.00	\$300.00
Swim Non-resident Season Sibling	Rec Reserved-Gull Pond	20-630-4323-201007	RRGULP	\$100.00	\$125.00	\$125.00	\$125.00	\$125.00	\$150.00
Swim resident	Rec Reserved-Gull Pond	20-630-4323-201007	RRGULP	\$100.00	\$125.00	\$125.00	\$125.00	\$150.00	\$150.00
Swim resident sibling	Rec Reserved-Gull Pond	20-630-4323-201007	RRGULP	\$55.00	\$65.00	\$65.00	\$65.00	\$75.00	\$75.00
Registration Fees - Baseball	Off Season Sports	20-630-4325-201007	RRRECO	\$15.00	\$20.00	\$20.00	\$25.00	\$25.00	\$30.00
Registration Fees - Basketball	Off Season Sports	20-630-4325-201007	RRRECO	\$15.00	\$20.00	\$20.00	\$25.00	\$25.00	\$30.00
Registration Fees - Futsal	Off Season Sports	20-630-4325-201007	RRRECO	\$15.00	\$20.00	\$20.00	\$25.00	\$25.00	\$30.00
Registration Fees - Soccer	Off Season Sports	20-630-4325-201007	RRRECO	\$15.00	\$20.00	\$20.00	\$25.00	\$25.00	\$30.00
Registration Fees - Softball	Off Season Sports	20-630-4325-201007	RRRECO	\$15.00	\$20.00	\$20.00	\$25.00	\$25.00	\$30.00
Registration Fees - Tennis	Off Season Sports	20-630-4325-201007	RRRECO	\$15.00	\$20.00	\$20.00	\$25.00	\$25.00	\$30.00
Tennis Balls	Rec Reserved-Tennis	20-630-4322-201007	RRTENN	\$4.00	\$5.00	\$5.00	\$5.00	\$6.00	\$6.00
Tennis Court Fees - 1/2 Hour	Rec Reserved-Tennis	20-630-4322-201007	RRTENN	\$6.00	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50
Tennis Court Fees - Doubles	Rec Reserved-Tennis	20-630-4322-201007	RRTENN	\$15.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00
Tennis Court Fees - Singles	Rec Reserved-Tennis	20-630-4322-201007	RRTENN	\$12.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00
Pickleball Court Fees - 1/2 Hour	Rec Reserved-Tennis	20-630-4322-201007	RRTENN	\$6.00	\$7.50	\$7.50	\$7.50	\$7.50	\$7.50
Pickleball Court Fees - Doubles	Rec Reserved-Tennis	20-630-4322-201007	RRTENN	\$15.00	\$20.00	\$20.00	\$20.00	\$20.00	\$20.00
Pickleball Court Fees - Singles	Rec Reserved-Tennis	20-630-4322-201007	RRTENN	\$12.00	\$15.00	\$15.00	\$15.00	\$15.00	\$15.00
Skateboard Competition	Skate Park	20-630-4830-251031	DONSKP	\$10.00	\$10.00	\$10.00	\$15.00	\$15.00	\$20.00



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023



PUBLIC HEARINGS

~ C ~

REQUESTED BY:	Mac Hay, Mac's Shack
DESIRED ACTION:	To approve the alteration of their ABCC license at Mac's Shack to permanently extend the allowable alcohol service area to include the outside waiting and seating sections.
PROPOSED MOTION: SUMMARY:	I move to approve the application Mac's Shack, 91 Commercial Street Wellfleet, MA to permanently extend the allowable alcohol service area to include the outside waiting and seating sections.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____



February 8, 2023

Wellfleet Board of Selectmen
Wellfleet Town Hall
300 Main Street
Wellfleet, MA 02667

Dear Wellfleet Board of Selectmen,

We request your consideration at the February 21, 2023 Board of Selectmen meeting to grant Board approval for Wellfleet Harbor Seafood Co., Inc. application to alter its licensed area for consumption of alcohol at Mac's Shack Restaurant, 91 Commercial Street, Wellfleet.

The alteration and specifications, seating plan and traffic flow pattern are identical to the applications approved by the Board of Selectmen in 2020, 2021 and 2022 (see attached narrative).

The Wellfleet Zoning Board of Appeals unanimously approved the alteration of the licensed area at its January 26th meeting. The ABCC and Board of Selectmen approved alcohol consumption in the space when we applied for an alternation of premises in 2020, 2021, and 2022.

There will be no change to seating capacity – rather the outdoor space allows us to place the dining tables at a safe social distance to help mitigate the risk of Covid-19 and protect the health of customers to the best of our ability as the pandemic continues in its many variations.

The 2023 Tent Permit Application will be submitted to the Building Department and copies distributed to the Police, Fire and Health Departments for approval, as in years past.

Thank you for your consideration and please contact me if you require any additional information.

Sincerely,

Mac Hay

Chef/Owner/CEO

A handwritten signature in black ink, appearing to read "Mac Hay", is written over the typed name and title.

PO Box 1768 | Wellfleet, MA 02667

PH (508) 214-3290 | FAX (508) 214-3292 | www.macsseafood.com



The Commonwealth of Massachusetts
 Alcoholic Beverages Control Commission
 95 Fourth Street, Suite 3, Chelsea, MA 02150-2358
 www.mass.gov/abcc

RETAIL ALCOHOLIC BEVERAGES LICENSE APPLICATION
 MONETARY TRANSMITTAL FORM

AMENDMENT-Change or Alteration of Premises Information

APPLICATION SHOULD BE COMPLETED ON-LINE, PRINTED, SIGNED, AND SUBMITTED TO THE LOCAL LICENSING AUTHORITY.

ECRT CODE: RETA

Please make \$200.00 payment here: [ABCC PAYMENT WEBSITE](#)

PAYMENT MUST DENOTE THE NAME OF THE LICENSEE CORPORATION, LLC, PARTNERSHIP, OR INDIVIDUAL AND INCLUDE THE PAYMENT RECEIPT

ABCC LICENSE NUMBER (IF AN EXISTING LICENSEE, CAN BE OBTAINED FROM THE CITY)

ENTITY/ LICENSEE NAME

ADDRESS

CITY/TOWN STATE ZIP CODE

For the following transactions (Check all that apply):

- New License
- Change Corporate Name
- Change of Class (i.e. Annual / Seasonal)
- Change Corporate Structure (i.e. Corp / LLC)
- Transfer of License
- Change of DBA
- Change of License Type (i.e. club / restaurant)
- Change of Hours
- Change of Manager
- Alteration of Licensed Premises
- Change of Category (i.e. All Alcohol/Wine, Malt)
- Pledge of Collateral (i.e. License/Stock)
- Change of Officers/Directors
- Change of Location
- Issuance/Transfer of Stock/New Stockholder
- Management/Operating Agreement
- Change of Ownership Interest
- Other

THE LOCAL LICENSING AUTHORITY MUST SUBMIT THIS APPLICATION ONCE APPROVED VIA THE ePLACE PORTAL

Alcoholic Beverages Control Commission
 95 Fourth Street, Suite 3
 Chelsea, MA 02150-2358



The Commonwealth of Massachusetts
 Alcoholic Beverages Control Commission
 95 Fourth Street, Suite 3, Chelsea, MA 02150-2358
 www.mass.gov/abcc

AMENDMENT-Change or Alteration of Premises Information

Change of Location

- Payment Receipt
- Monetary Transmittal Form
- Chg of Location/Alteration of Premises Application
- Financial Statement
- Vote of the Entity
- Supporting financial records
- Legal Right to Occupy
- Floor Plan
- Abutter's Notification
- Advertisement

Alteration of Premises

- Payment Receipt
- Monetary Transmittal Form
- Chg of Location/Alteration of Premises Application
- Financial Statement
- Vote of the Entity
- Supporting financial records
- Legal Right to Occupy
- Floor Plan
- Abutter's Notification
- Advertisement

1. BUSINESS ENTITY INFORMATION

Entity Name	Municipality	ABCC License Number
Wellfleet Harbor Seafood Company, Inc.	Wellfleet	00047-RS-1348

Please provide a narrative overview of the transaction(s) being applied for. Attach additional pages, if necessary.

We wish to relocate some tables from inside Mac's Shack restaurant at 91 Commercial Street in Wellfleet, Massachusetts to an outdoor area adjacent to our patio. This will allow us to implement safe social distancing protocols for our guests that are consistent with local and state advisories, while still offering more limited inside service.

APPLICATION CONTACT

The application contact is the person who should be contacted with any questions regarding this application.

Name	Title	Email	Phone
MacGregor B. Hay	CEO	info@macsseafood.com	508-214-3290

2. ALTERATION OF PREMISES

2A. DESCRIPTION OF ALTERATIONS

Please summarize the details of the alterations and highlight any specific changes from the last-approved premises.

Create a 24' by 46' roped-in area and an 8' by 17' roped-in area for the relocation of tables from inside the restaurant to an outdoor area adjacent to our patio for consumption of food and alcoholic beverages to accommodate safe social distancing protocols.

2B. PROPOSED DESCRIPTION OF PREMISES

Please provide a complete description of the proposed premises, including the number of floors, number of rooms on each floor, any outdoor areas to be included in the licensed area, and total square footage. You must also submit a floor plan.

Mac's Shack is a two-story building comprised of a 2500-square foot first floor with dining area and kitchen and a second floor with office space and storage. Outside dining and waiting area is approximately 1500 square feet. Total square footage is approximately 4000 square feet. Please see attached floor plan.

Total Sq. Footage	4000 sq. ft.	Seating Capacity	90	Occupancy Number	90
Number of Entrances	2	Number of Exits	4	Number of Floors	2

AMENDMENT-Change or Alteration of Premises Information

3. CHANGE OF LOCATION

3A. PREMISES LOCATION

Last-Approved Street Address

N/A

Proposed Street Address

N/A

3B. DESCRIPTION OF PREMISES

Please provide a complete description of the premises to be licensed, including the number of floors, number of rooms on each floor, any outdoor areas to be included in the licensed area, and total square footage. You must also submit a floor plan.

Total Sq. Footage

Seating Capacity

Occupancy Number

Number of Entrances

Number of Exits

Number of Floors

3C. OCCUPANCY OF PREMISES

Please complete all fields in this section. Please provide proof of legal occupancy of the premises. (E.g. Deed, lease, letter of intent)

Please indicate by what means the applicant has to occupy the premises

Landlord Name

N/A

Landlord Phone

Landlord Email

Landlord Address

Lease Beginning Date

Rent per Month

Lease Ending Date

Rent per Year

Will the Landlord receive revenue based on percentage of alcohol sales?

Yes No

4. FINANCIAL DISCLOSURE

Associated Cost(s): (i.e. Costs associated with License Transaction including but not limited to: Property price, Business Assets, Renovations costs, Construction costs, Initial Start-up costs, Inventory costs, or specify other costs):

Associated Cost(s):

N/A

SOURCE OF CASH CONTRIBUTION

Please provide documentation of available funds. (E.g. Bank or other Financial institution Statements, Bank Letter, etc.)

Name of Contributor	Amount of Contribution
N/A	
Total	

SOURCE OF FINANCING

Please provide signed financing documentation.

Name of Lender	Amount	Type of Financing	Is the lender a licensee pursuant to M.G.L. Ch. 138.
			<input type="radio"/> Yes <input type="radio"/> No
N/A			<input type="radio"/> Yes <input type="radio"/> No
			<input type="radio"/> Yes <input type="radio"/> No
			<input type="radio"/> Yes <input type="radio"/> No

APPLICANT'S STATEMENT

I, MacGregor B. Hay the: sole proprietor; partner; corporate principal; LLC/LLP manager
Authorized Signatory

of Wellfleet Harbor Seafood Company, Inc.
Name of the Entity/Corporation

hereby submit this application (hereinafter the "Application"), to the local licensing authority (the "LLA") and the Alcoholic Beverages Control Commission (the "ABCC" and together with the LLA collectively the "Licensing Authorities") for approval.

I do hereby declare under the pains and penalties of perjury that I have personal knowledge of the information submitted in the Application, and as such affirm that all statements and representations therein are true to the best of my knowledge and belief. I further submit the following to be true and accurate:

- (1) I understand that each representation in this Application is material to the Licensing Authorities' decision on the Application and that the Licensing Authorities will rely on each and every answer in the Application and accompanying documents in reaching its decision;
- (2) I state that the location and description of the proposed licensed premises are in compliance with state and local laws and regulations;
- (3) I understand that while the Application is pending, I must notify the Licensing Authorities of any change in the information submitted therein. I understand that failure to give such notice to the Licensing Authorities may result in disapproval of the Application;
- (4) I understand that upon approval of the Application, I must notify the Licensing Authorities of any change in the ownership as approved by the Licensing Authorities. I understand that failure to give such notice to the Licensing Authorities may result in sanctions including revocation of any license for which this Application is submitted;
- (5) I understand that the licensee will be bound by the statements and representations made in the Application, including, but not limited to the identity of persons with an ownership or financial interest in the license;
- (6) I understand that all statements and representations made become conditions of the license;
- (7) I understand that any physical alterations to or changes to the size of the area used for the sale, delivery, storage, or consumption of alcoholic beverages, must be reported to the Licensing Authorities and may require the prior approval of the Licensing Authorities;
- (8) I understand that the licensee's failure to operate the licensed premises in accordance with the statements and representations made in the Application may result in sanctions, including the revocation of any license for which the Application was submitted; and
- (9) I understand that any false statement or misrepresentation will constitute cause for disapproval of the Application or sanctions including revocation of any license for which this Application is submitted;
- (10) I confirm that the applicant corporation and each individual listed in the ownership section of the application is in good standing with the Massachusetts Department of Revenue and has complied with all laws of the Commonwealth relating to taxes, reporting of employees and contractors, and withholding and remitting of child support.

Signature:



Date:

February 2, 2023

Title:

CEO

ADDITIONAL INFORMATION

Please utilize this space to provide any additional information that will support your application or to clarify any answers provided above.

We are proposing no expansion of current seating capacity or intensity of use. The proposed alteration of premises is the new reality of our patron's wanting to dine outside in a more spacious environment. This alteration is the same that has been licensed in 2020, 2021 and 2022.

ENTITY VOTE

The Board of Directors or LLC Managers of

WELLFLEET HARBOR SEAFOOD COMPANY, INC

Entity Name

duly voted to apply to the Licensing Authority of

WELLFLEET

City/Town

and the

Commonwealth of Massachusetts Alcoholic Beverages Control Commission on

02/02/2023

Date of Meeting

For the following transactions (Check all that apply):

Alteration of Licensed Premises

Change of Location

Other

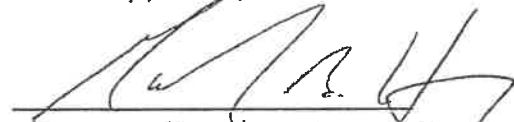
"VOTED: To authorize

MACGREGOR B HAY

Name of Person

to sign the application submitted and to execute on the Entity's behalf, any necessary papers and do all things required to have the application granted."

A true copy attest,



Corporate Officer /LLC Manager Signature

MACGREGOR B. HAY

(Print Name)

For Corporations ONLY

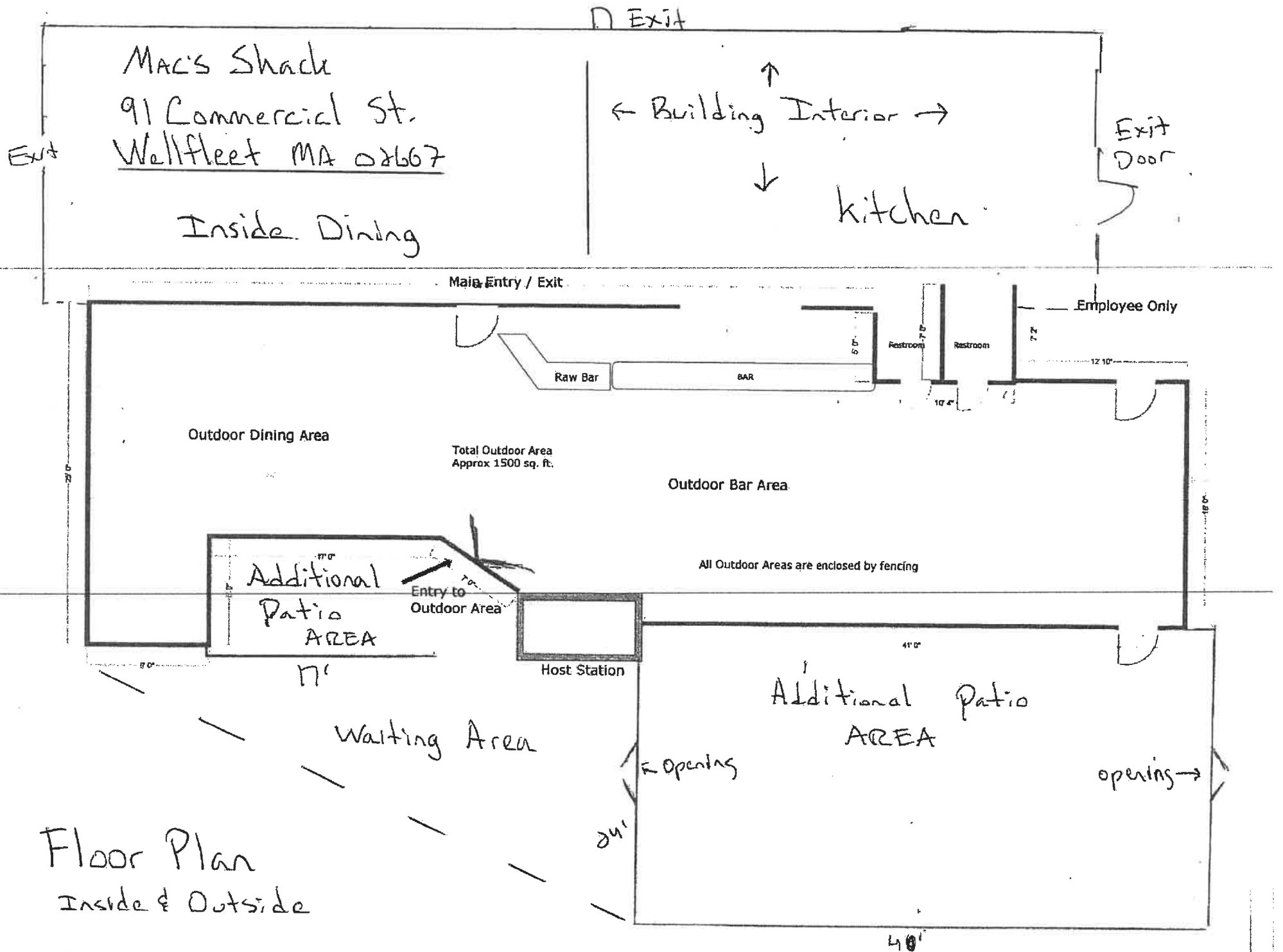
A true copy attest,



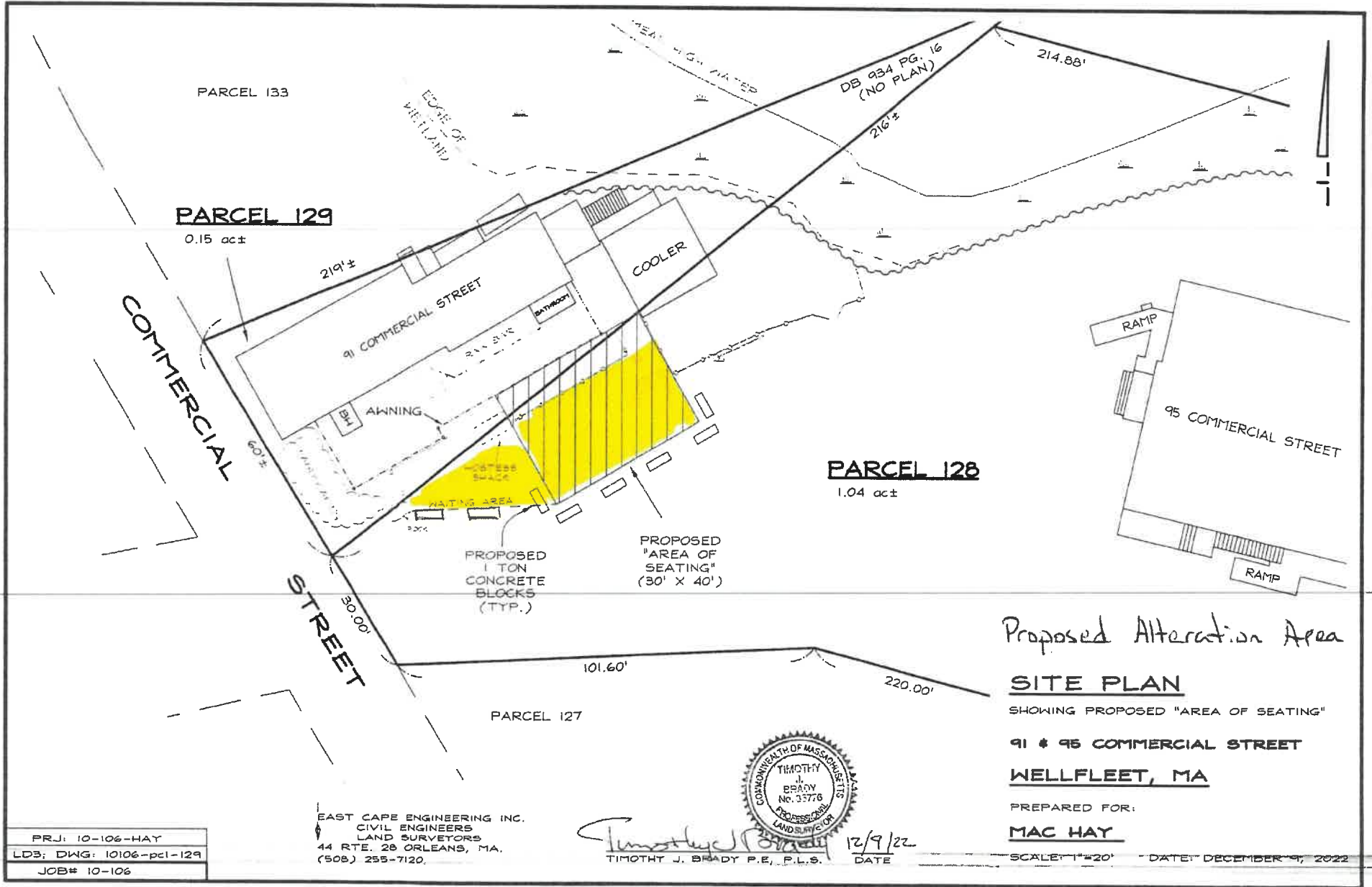
Corporation Clerk's Signature

Samuel Bradford

(Print Name)



Floor Plan
 Inside & Outside



Proposed Alteration Area

SITE PLAN

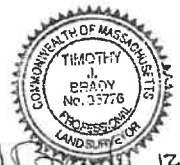
SHOWING PROPOSED "AREA OF SEATING"

91 & 95 COMMERCIAL STREET

WELLFLEET, MA

PREPARED FOR:

MAC HAY



Timothy J. Brady 12/9/22
 TIMOTHY J. BRADY P.E., P.L.S. DATE

SCALE: 1"=20' DATE: DECEMBER 9, 2022

PRJ: 10-106-HAY
 LD3; DWG: 10106-pc1-129
 JOB# 10-106

EAST CAPE ENGINEERING INC.
 CIVIL ENGINEERS
 LAND SURVEYORS
 44 RTE. 28 ORLEANS, MA.
 (508) 255-7120.

Mac's Shack
91 Commercial St.
Wellfleet Ma 02667

DESCRIPTION OF TENTED DINING AREA IN PARKING LOT February 2, 2023

1. 30'x40' NaviTrac Tent extending approximately 24' into parking lot area just east of the hostess shed and west of the "walk-in cooler"
2. 1 Ton concrete blocks installed around perimeter of tent for tent anchoring and buffer/protection from any potential vehicle traffic.
3. Traffic lanes to be rerouted at least 10' away from tent perimeter
4. Reconfiguring parking spaces to create ample space in driveway for vehicular traffic.
5. Clear traffic cones and signage to direct "in and out" traffic pattern.
6. Tent to be erected in accordance with all MA state laws and permitted as such.
7. Proposed Tent and area is the same as prior year approval, 2020, 2021, and 2022.

Payment Confirmation

YOUR PAYMENT HAS PROCESSED AND THIS IS YOUR RECEIPT

Your account has been billed for the following transaction. You will receive a receipt via email.



Transaction Processed Successfully.

INVOICE #: f8757baf-9804-41cc-8632-bb4363629d3a

Description	Applicant, License or Registration Number	Amount
FILING FEES-RETAIL	00047-RS-1348	\$200.00
		\$200.00

Total Convenience Fee: \$0.35

Date Paid: 2/10/2023 12:28:23 PM EDT

Total Amount Paid: \$200.35

Payment On Behalf Of

License Number or Business Name:
00047-RS-1348

Fee Type:
FILING FEES-RETAIL

Billing Information

First Name:
SAMUEL

Last Name:
BRADFORD

Address:
PO BOX 1768

City:
WELLFLEET

State:
MA

Zip Code:
02667

Email Address:
SAM@MACSSEAFOOD.COM



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

IV

USE OF TOWN PROPERTY

~ A ~

REQUESTED BY:	Mick Schiller, owner Jack's Board Rentals
DESIRED ACTION:	To approve the use of Long Pond and Powers Landing Drop off Areas for the summer 2023 season
PROPOSED MOTION: Summary:	I move to approve the use of Long Pond and Powers Landing Drop off areas Monday through Sunday, from 9am to 5pm to Jack's Boat Rentals, From May 15, 2023 through September 30, 2023 for a reduced fee of \$500.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

APPLICATION FOR PERMIT TO USE TOWN OWNED PROPERTY

TOWN OF WELLFLEET
300 MAIN STREET
WELLFLEET, MA 02667

Applicant Mike Schiller, Owner

Affiliation or Group M&M Outdoors LLC, dba Jack's Boat Rental

Telephone Number 508-349-9808

Mailing Address PO Box 1410, Wellfleet, MA 02667

Email address mike@jacksboatrental.com

2616 Highway 6, Wellfleet, MA 02667

Town Property to be used (include specific area) drop-off areas at Long Pond and Powers Landing

(We request a discounted fee of \$500 to cover both locations.)

Date(s) and hours of use: 9AM to 5 PM, Monday through Sunday, From May 15, 2023 through September 30, 2023.

Describe activity including purpose, number of persons involved, equipment to be used, parking arrangements, food/beverage service, etc. Also, please indicate if fees will be charged by applicant.

Similar to our permit from 2022, we wish to drop off kayaks, canoes, paddleboards and sunfish at Lonmg Pond and Powers Landing for our customers. We will meet customers

at a given location and hand-off the equipment directly to customers. No equipment will be left unattended. We will pick up the equipment from customers at the same

location and will meet customers on site so that no equipment is ever left unattended. We provide boats, paddles, and life vests for each participant. Any vehicle in Jack's employ will be

properly signed, will turn off the engine while on site, and will not linger on site. Our customers will all have the required beach passes for their own vehicles.

Describe any Town services requested (police details, DPW assistance, etc.)

None needed.

NOTE TO APPLICANTS: All applications must be accompanied by a non-refundable \$50.00 processing fee. Applications must be received at least 30 days prior to the first event date to ensure that all reviews can be completed prior to the event. This application is only for permission to use Town property. Any additional licenses, such as food service permit, etc., may be required and it is the applicant's responsibility to secure the same.

Action by the Board of Selectmen:

Approved as submitted

Approved with the following condition(s):

Disapproved for following reason(s):

Date:

Processing Fee: \$50.00 pd 1/30/2023

Fee:

(over)

APPLICANT IS RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND INSPECTIONS

Health/Conservation Agent: <i>ok-shelary</i> Comments/Conditions: Permits/Inspections needed:	Inspector of Buildings: <i>N/A</i> Comments/Conditions: Permits/Inspections needed:
---	---

Police Department: <i>ok Chief Herley</i> Comments/Conditions:	Fire Department: <i>ok - Chief Pauley</i> Comments/Conditions:
---	---

DPW: <i>ok - Jay Norton</i> Comments/Conditions	Community Services Director: <i>ok Suzanne</i> <i>Please See Attached</i> Comments/Conditions:
--	---

Harbormaster: Comments/Conditions	Shellfish: <i>N/A</i> Comments/Conditions
---	--

Recreation: <i>ok - Becky</i> Comments/Conditions	Town Administrator: Comments/Conditions
--	---

Community Services is OK with the following provisions:

Long Pond:

- kayaks should not be dragged along the mobi-mats for handicapped access.
- Trucks dropping off and picking up may not use the Handicapped parking area to do so. Please park by the split rail fence for loading and off loading

Powers Landing

- No kayaks/SUPS or other vessels may be placed on the beach grass and other vegetation.
- No kayaks/SUPS or other vessels may be placed in the access driveway used by Shellfish grant holders and their staff

Suzanne



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

IV

USE OF TOWN PROPERTY

~ B ~

REQUESTED BY:	National MS Society, Dia Jones, Event manager
DESIRED ACTION:	To request use of town property within Wellfleet for their Cape Cod Getaway event.
PROPOSED MOTION:	I move to approve the National MS Society hold their Cape Cod Getaway Charity event on Sunday June 25, 2023, between the hours of 9:30am – 4:00pm.
SUMMARY:	
Project	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____



**National
Multiple Sclerosis
Society**

February 8, 2023

Attn:
Town Administrator
Town of Wellfleet
300 Main St.
Wellfleet, MA. 02667

On behalf of the National MS Society, Greater New England Market, I would like to extend our gratitude for the continuous support and cooperation the Town of Wellfleet has shown for our annual Bike MS event. The funds raised from this event will continue to be used to advance the support of national research and to support local programming for the more than 27,000 (11,000 for CTN) people within Greater New England who are affected by multiple sclerosis.

The 2023 Bike MS: Cape Cod Getaway event is scheduled to take place on Sunday, June 25th (note this is not a race). We anticipate that we will have around 1,000 participants for this event that will start at Mass Maritime Academy at 7:00 a.m. on June 25th, as they head to a Provincetown finish. We anticipate being in Wellfleet between 9:30 am departing by 4:00 pm. I have included written riding directions for your review, and we will thoroughly mark the route and make arrangements to have police details where appropriate.

Our routes feature safety stops every 8-12 miles, so that our cyclists remain hydrated and nourished. All cyclists agree to follow the rules of the road and are directed to ride single file. We issue one warning to cyclists not following the rules of the road. On the next infraction, we pull them from the ride and require they ride to the finish in one of our route support vehicles.

We mark our route with small coroplast signs attached to utility poles or stakes. A volunteer will follow the route on the day of the ride and remove all signs after the final cyclist has passed.

We operate a support team consisting of medical personnel, bicycle mechanics, and amateur (HAM) radio operators. Our lead HAM radio operator monitors all emergency radio frequencies, so that we can close or redirect our route should that become necessary.

We respectfully ask permission from the Town of Wellfleet to use town roads for this event. If we can have your permission, please sign, and return the Approval Reply Form enclosed here to me. If there are any other additional steps, permits or permissions I must take to ensure approval for this event, please let me know.

We thank you in advance for your support and please feel free to contact me with any questions or concerns.

Sincerely,

Dia Jones

Promoter Line Inc./Event Manager
C: 817-726-7714
dia@promoterline.com



**National
Multiple Sclerosis
Society**

APPROVAL REPLY FORM

Town of Wellfleet

Attn:
Town Administrator
Town of Wellfleet
300 Main St.
Wellfleet, MA. 02667

From: Samantha Boland, Manager/Event Production

Organization: National MS Society

Re: June 24, 2023 / Annual Bike MS: Cape Cod Getaway Cycling Event

I am aware that the annual Bike MS: Cape Cod Getaway cycling event will be coming through town on **Sunday June 25, 2023**. I have reviewed and approved the route. Should I have any questions and/or concerns regarding this year’s event, I will be sure to contact Samantha Boland at the National MS Society at 978-987-7509, Samantha.Boland@nmss.org, or Dia Jones 817-726-771 or Dia@promoterline.com.

By signing below, I am granting permission from the town to conduct this event.

Print Name

Title

Signature

Date

Please return this form to Dia Jones at:
dia@promoterline.com or
Promoter Line
Attn: Dia Jones
P.O. Box 2028
Colleyville, TX 76034

EVENT NOTIFICATION FORM

Date: _____

National MS Society, Cape Cod Getaway – June 24 and 25, 2023

Dear Sir / Madam,

Please be advised that the City/Town of Wellfleet has notified the Board of Selectman/City Council, Local Police/Fire Department and if applicable the State Police of its intention to conduct road work/parade/race/or **other events** in or through the City/Town of Wellfleet.

The Board of Selectmen/City Council understands that it must give the Police and Fire Departments at least 48 hours' notice before the commencement of the proposed work or event.

The following signatures are required prior to the issuance of the Permit from the MA DOT. All officials listed below shall assume all responsibility and liability for all activity associated under their jurisdiction.

LOCAL POLICE DEPARTMENT

Signed: _____

Title: _____

City/Town: _____

FIRE DEPARTMENT

Signed: _____

Title: _____

City/Town: _____

BOARD OF SELECTMEN/CITY COUNCIL

Signed: _____

Title: _____

City/Town: _____



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
01/11/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER MARSH USA, INC. 445 SOUTH STREET MORRISTOWN, NJ 07960-6454 Attn: Morristown.CertRequest@marsh.com Fax: 212-948-0979 WALTH	CONTACT NAME: ...	FAX (A/C, No):
	PHONE (A/C, No, Ext):	E-MAIL ADDRESS:
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A : Federal Insurance Company		20281
INSURER B :		
INSURER C :		
INSURER D :		
INSURER E :		
INSURER F :		

COVERAGES **CERTIFICATE NUMBER:** NYC-009898843-25 **REVISION NUMBER:** 4

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			3583-33-49	12/31/2022	12/31/2023	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 1,000,000 \$
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS ONLY			7353-02-37	12/31/2022	12/31/2023	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Comp/Coll Deductible \$ 1,000
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> DED <input type="checkbox"/> RETENTION \$			9364-93-75	12/31/2022	12/31/2023	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000 \$
A	<input checked="" type="checkbox"/> WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input checked="" type="checkbox"/> N	N/A	71763467	12/31/2022	12/31/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER TOWN OF WELLFLEET 300 MAIN ST. WELLFLEET, MA 02667	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Marsh USA Inc.</i>
---	---

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APPLICATION FOR PERMIT TO USE TOWN OWNED PROPERTY

**TOWN OF WELFLEET
300 MAIN STREET
WELFLEET, MA 02667**

Applicant – Samantha Boland – NMSS

Affiliation or Group – National MS Society

Telephone Number – 978-987-7509

Mailing Address _____

Email address – samantha.boland@nmss.org 465 Waverly Oaks Rd., Ste 202., Waltham 02452

Town Property to be used (include specific area) public roads for a charity bike ride that raises funds to find a cure for Multiple Sclerosis

Date(s) and hours of use: June 25th – riders will be in Wellfleet from about 9am - 1pm

Describe activity including purpose, number of persons involved, equipment to be used, parking arrangements, food/beverage service, etc. Also, please indicate if fees will be charged by applicant.

See attached route

Will be seeking permission to have a rest stop at the elementary school. This will include portable toilets, pop up tents, and pre-packaged water and snacks

Describe any Town services requested (police details, DPW assistance, etc.)

Police details at West Rd & Rt 6 and at Long Pond & Lawrence

NOTE TO APPLICANTS: All applications must be accompanied by a non refundable \$50.00 processing fee. Applications must be received at least 30 days prior to the first event date to ensure that all reviews can be completed prior to the event. This application is only for permission to use Town property. Any additional licenses, such as food service permit, etc., may be required and it is the applicant’s responsibility to secure the same.

Action by the Board of Selectmen:

_____ Proof of Insurance Required

_____ Approved as submitted

_____ Approved with the following condition(s): _____

_____ Disapproved for following reason(s): _____

Date: _____

Processing Fee: \$50.00

Fee: _____

APPLICANT IS RESPONSIBLE FOR OBTAINING ALL NECESSARY PERMITS AND INSPECTIONS

Health/Conservation Agent:

Comments/Conditions:

Permits/Inspections needed:

Inspector of Buildings:

N/A

Comments/Conditions:

Permits/Inspections needed:

Police Department:

Comments/Conditions:

Fire Department:

ok - chief Pauley

Comments/Conditions:

DPW:

ok - Jay Norton

Comments/Conditions

Community Services Director:

ok - Suzanne

Comments/Conditions:

Groot-Thomas

Harbormaster:

N/A

Comments/Conditions

Shellfish:

N/A

Comments/Conditions

Recreation:

ok Becky Rosenberg

Comments/Conditions



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

V

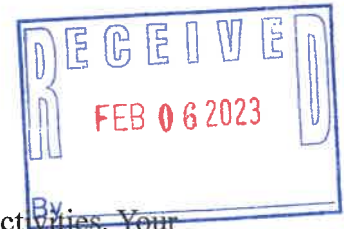
BOARD/COMMITTEE APPOINTMENTS AND UPDATES

~ A ~

REQUESTED BY:	Lili Ann Green
DESIRED ACTION:	To nominate Lili Ann Green as a voting member on the CCNS Advisory Commission
PROPOSED MOTION: SUMMARY:	I move to approve the nomination of Lili Ann Green to the Cape Cod National Seashore Advisory Commission as a voting member.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____



**TOWN OF WELLFLEET
APPLICATION FOR TOWN BOARDS & COMMITTEES
MEMBERSHIP**



Wellfleet depends on its citizens to carry out many of our government's activities. Your community needs your help. *Please volunteer.*

The town of Wellfleet received a letter from the Acting Superintendent of the Cape Cod National Seashore (CCNS) dated Jan. 23, 2023, addressed to the Chair of the Selectboard, requesting Wellfleet nominate one voting member and one voting alternate member for the CCNS Advisory Commission. In the past, the CCNS request from Wellfleet for "the resume with home and business addresses, telephone numbers and date of birth" was directly given to the Superintendent of the CCNS by the nominees. The letter to the Superintendent of the CCNS informing them of the nominations also included the following:

"Please be advised that the Town of Wellfleet does not require or have on file sensitive personal information of Board/Committee and Commission members; the nominees have been asked to provide such information directly to you."

FILL OUT THE FORM BELOW and mail it to:

Wellfleet Selectmen's Office, Town Hall, 300 Main Street, Wellfleet, MA 02667

Name Lilli-Ann Green Date February 6, 2023

Mailing Address PO Box 963 South Wellfleet, MA 02663

Phone (Home) (cell) 508-801-6211

E-mail lillianngreen349@gmail.com

Please describe briefly any work experience, including volunteer service, that you feel would be useful to the Town:

I am applying for the position of voting Wellfleet member of the CCNS Advisory Commission. This is a position I held the last time the Commission met. I would like to continue in this role. I was a voting alternate member for several years prior to being appointed to the role as voting member.

I was Director of the National Educational Environmental Development Collaborative for several years which is a school within CCNS for Cape Cod students. I worked seasonally at CCNS for several years as an Interpretive Ranger (naturalist). I currently am the Wellfleet Assembly Delegate which has helped me be more effective as the Wellfleet voting member of the CCNS Advisory Commission. I am the Vice Chair of the Wellfleet Energy and Climate Action Committee.

Please add any other information that you think may be useful, including education or other formal training, specialized courses, professional licenses or certifications, etc.:

I participated in CCNS ranger training for two weeks prior to the season each year. There has been a field trip prior to each CCNS Advisory Commission meeting for the voting members and alternate voting members which I attended faithfully and found extremely educational and helpful. I requested and am the Chair of the Assembly Standing Committee on Natural Resources for the second legislative session as well as the Vice Chair of the Energy and Telecommunications Standing Committee. As chair, I have been key in the reactivation of the Barnstable County Regional Emergency Planning Committee which is meeting needs in our town and I am liaison to the Assembly regarding this committee. As Vice Chair we have held hearings on broadband and have supported a study of the subject with actionable recommendations by the Cape Cod Commission (CCC). I participated in the multi-month CCC process to develop a Climate Action Plan for the County and through the Speaker, reported to the Assembly throughout. I've attended the CCC One Cape educational summits held each year. I took numerous environmental education courses during college years.

Committees/Boards of Interest:1) Wellfleet Voting Member of the CCNS Advisory Commission

Town of Wellfleet Boards and Committees

Bike & Walkway Committee	3 year term
Board of Assessors	3 year term
Board of Health	3 year term
Board of Water Commissioners	3 year term
Building and Needs Assessment	3 year term
* Bylaw Committee	3 year term
Cable Advisory Committee	1 year term
Cape Cod Commission	3 year term
*Cape Cod Regional Technical High School	(ATM)
*Charter Review Committee	(ATM)
Commission on Disabilities	3 year term
Community Preservation Committee	3 year term
Comprehensive Wastewater Management	3 year term
Conservation Commission	3 year term
Council on Aging	3 year term
Cultural Council	3 year term
Energy Committee	3 year term
* Finance Committee	3 year term (ATM)
Health Care Campus Committee	Indefinite
Historical Commission	3 year term
Housing Authority	5 year term (ATM)
Local Housing Partnership	1 year term
Marina Advisory Committee	2 year term
Natural Resources Advisory Committee	3 year term
Open Space Committee	1 year term
Personnel Board	3 year term
Planning Board	5 year term
Recreation Committee	3 year term
Recycling Committee	3 year term
Shellfish Advisory Board	3 year term
* Social and Human Services Committee	3 year term
Zoning Board of Appeals	3 year term

VACANCIES IN BOLD

* *Appointed by Moderator*

09/16/19



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

VI

BUSINESS

~ A ~

REQUESTED BY:	Town Administrator ~ Rich Waldo
DESIRED ACTION:	To review and approve the notice of award for Maurice's Campground
PROPOSED MOTION:	I move to approve the notice of award for Maurice's Campground to Julie Simpson of Wellfleet. For the Town Administrator to execute the lease for the property as soon as possible.
SUMMARY:	
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____



MEMORANDUM

TOWN OF WELLFLEET MASSACHUSETTS 02667
Tel (508) 349-0300 Fax (508) 349-0305
www.wellfleet-ma.gov

To: Selectboard
From: Richard J. Waldo, Town Administrator
Cc: Rebekah Eldridge, Executive Assistant
Subject: Notice of Award - Maurice's Campground Lease
Date: February 16, 2023

Dear Members of the Selectboard,

As you know the Town of Wellfleet put out a Request for Proposal (RFP) for the lease of Maurice's Campground. We received three proposals and on February 8, 2023, the proposals were publicly opened at town hall. Two respondents were present for the opening at which time we went through a check list of what was required for each proposal to be considered complete. All three proposals were found to have all necessary information.

On February 13, 2023, and February 15, 2023, the Maurice's Campground review committee comprised of myself, Rebecca Roughley, Elaine McIroy, Harry Terkanian, Farrukh Najmi, and Jay Norton reviewed the proposals for criteria's set forth in the RFP. The review committee reviewed the proposal for minimum requirements then subsequently provided a separate rating for the evaluation criteria set forth in the RFP.

Every member of the committee reviewed each proposal individually and made their own notes, the committee then reconvened and compiled our results. The committee went through each bidders' proposals carefully and meticulously. All three were qualified and provided respectable proposals.

The review committee has determined the most advantageous proposal to the Town of Wellfleet was provided by Julie Simpson. It is our recommendation that the Town move forward with a notice of award so we can begin the process towards contract execution.

We would like to thank all three bidders for their time and consideration putting together excellent proposals for our review..

	A	B	C	D	E	F	G	H	J	K	L	M
1	NAME	TAX COMPLIANCE	GOOD FAITH	CORP. RESOLUTION	INSURANCE	DISCLOSURE	LEASE		RENEWAL			ADENDUMS
2												
3	Andrew Dalton	complete	complete	complete	complete	complete	year 1:	\$225,000.00	year 1:	\$260,000.00		1
4	BA Services, Inc						year 2:	\$245,000.00	year 2:	\$270,000.00		2
5							year 3:	\$250,000.00	year 3:	\$275,000.00		3
6												
7							TOTAL:	\$720,000.00		\$805,000.00		Completed
8												
9	Julie Simpson	complete	complete	complete	quotes	complete	year 1:	\$250,000.00	year 1:	\$290,000.00		1
10	Self						year 2:	\$262,500.00	year 2:	\$300,000.00		2
11							year 3:	\$275,000.00	year 2:	\$310,000.00		3
12												
13							TOTAL:	\$787,500.00		\$900,000.00		Pending
14												
15	Vista Recreation											
16	Phoenix, AZ (mailed)	complete	complete	complete	complete	complete	year 1:	\$90,000.00	year 1:	\$114,000.00		1
17							year 2:	\$102,000.00	year 2:	\$120,000.00		2
18							year 3:	\$114,000.00	year 3:	\$126,000.00		3
19												
20							TOTAL:	\$306,000.00		\$360,000.00		Completed

	A	B	C	D	E	F	G	H	I
1	MAURICE'S CAMPGROUND BID REVIEW								
2									
3									
4		Meets Requirements	Doesn't Meet Requirements						
5	MINIMUM REQUIREMENTS:								
6									
7	Three Years Experience	X							
8									
9	Proposal Signed	X							
10									
11	Exhibits A - H Completed	X							
12									
13									
14	A. Lease Payment Form	X							
15	B. Non-Price Proposal ~ Reference Table	X							
16	C. Certification of Good Faith	X							
17	D. Tax Compliance Certification	X							
18	E. Equipment Provided by Town	N/A							
19	F. Corporate Resolution	N/A							
20	G. Town of Wellfleet's Insurance Requirements	N/A							
21	H. Disclosure Statement	X							
22									
23									
24	COMPARATIVE EVALUATION CRITERIA:	Not Advantageous	Advantageous	Highly Advantageous					
25									
26	1. Minimum Requirements			X					
27	2. Years of Experience			X					
28	3. Response to Scope of Services			X					
29	4. Response to Request for Information Health/Safety	X							
30	5. Credit References		X						

Julie Simpson

80 State Hwy Route 6

Wellfleet, MA 02667

(617) 691-7201

julesimpson414@gmail.com

Dear Mr. Waldo and Ms. Roughley,

I am very excited to have the opportunity to submit my proposal for the lease of the campground. Maurice's has been my home and workplace for the last 10 years and the Gauthier brothers, my family. Every year that I have worked for them I have been more involved with all aspects of the campground management operations. To continue their traditions, integrity and connections with all seasonal renters, returning renters, new renters and the Wellfleet community would be a wonderful opportunity.

I have over 30 years of working in the hospitality business. The past 10 years at Maurice's Campground and the remaining from my New Hampshire home. This employment ranged from, but not limited to, the kitchen, bartender, wait staff, front desk, front desk manager, student loan coordinator, self-employed landscaper (design and build), heavy equipment operator and most important Mother!

I understand the importance of the workforce housing that the campground provides. I know all of these people and they are extremely hard workers. If we did not provide this housing base it would be detrimental to our communities. It will be one of my top priorities to make sure that they have everything they need to have a great season.

I have a core team that is onsite, ready and available. We are all willing to work hard to ensure the campground will run smoothly and safely, as it has been for the past 70 years. We have been working together for many years and we strive to create and maintain a clean and safe campground, facilities, office, refuse and maintenance areas to ensure a welcoming place to stay and enjoy.

Thank you for taking the time to review my documents. I hope that you will see in my proposal that I'm dedicated to these last years of the campground. but also know that I am dedicated to the future of Wellfleet. Together I know that we can transform this beautiful land into something very special.

Sincerely,

Julie Simpson

February 6, 2023

Just an additional note.

I have been working in the office consistently since the town has purchased the property.

I have contacted and secured up to 50 reservations for this summer already. Also I have been in touch with all of the seasonal campers to let them know they will be receiving their invoices soon.

My team and I are ready to start full time operations as soon as possible. This includes sending out all the invoices to start receiving funds for the campground and the town.

Julie Simpson

Maurice's Campground Manager

80 State Hwy Route 6

Wellfleet, MA 02667

(617)691-7201

julesimpson414@gmail.com

QUALIFYING SKILLS

Over 30 Years in the Hospitality Customer Service Industry

Campground Office and Retail Management

Certified Propane Technician

Food and Beverage Management

Staffing Management

Landscaping Design Build and Maintain

Property Maintenance

EXPERIENCE

Maurice's Campground, Manager

April 2012 - Present

- Seasonal daily office and store management including Front Desk, Store and Deli, Propane Service, Housekeeping and Maintenance
- Interviewing, Hiring, Training and Scheduling of Staff including J-1 Students through the InterExchange work visa program.
- Cross training employees to maximize team performance
- Maintain Website, Online Reservation System and Social Media Platforms with the IT technicians to keep up to date
- Design Brochures and update any informational materials as needed
- Build and Maintain beautiful flower boxes and gardens throughout
- Developed and maintained lasting relationships with co-workers, customers, seasonal renters and campground suppliers
- Off season office management including Seasonal billing, Reservations, AP/AR, Housekeeping and the occasional snow removal

Johnson Golf Management, Pro Shop

Seasonal Spring and Fall from 2015- Present

- Customer Service
- Maintain the Pro Shop and Cafe
- Assist the Superintendent on the grounds when needed

EDUCATION

Woodsville High School, Woodsville NH

1987 Graduate

Vermont Technical College, Randolph VT

Sept 1994- June 1996, Transfer to UMASS

Landscape Architecture

UMASS Amherst

Sept 1996– June 1998

Studies in Landscape Architecture

References

John Gauthier, Maurice's Campground Owner

774-722-1409

Moe Gauthier, Maurice's Campground Owner

508-360-2560

Martin Gauthier, Maurice's Campground Owner

774-722-1413

Jason Laramie, Johnson Golf Management Owner

617-335-5618

Heidi Ganass Harris, Wellfleet Property Owner

617-733-5243

More upon Request

Julie Simpson

Maurice's Campground Manager

80 State Hwy Route 6

Wellfleet, MA 02667

(617)691-7201

julesimpson414@gmail.com

QUALIFYING SKILLS

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Certified Propane Technician

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- Cross training employees to maximize team performance
- Maintain Website, Online Reservation System and Social Media Platforms with the IT technicians to keep up to date
- Design Brochures and update any informational materials as needed
- Build and Maintain beautiful flower boxes and gardens throughout
- Developed and maintained lasting relationships with co-workers, customers, seasonal renters and campground suppliers
- Off season office management including Seasonal billing, Reservations, AP/AR, Housekeeping and the occasional snow removal



February 2, 2023

To Whom It May Concern:

This letter is to verify that Julie Lee Simpson is a customer of Cape Cod 5 Bank and all of her accounts are in good standing.

**Wendy Siebenmann,
Relationship Banker III**



Letter of Recommendation for Julie Simpson

This letter is a wholehearted endorsement of Ms. Simpson in her request to lease Maurice's Campground from the Town of Wellfleet.

Julie has been an integral part in the operations and smooth functioning of the campground for 10 years. She has managed the business from all levels: hiring, scheduling, repairs, billing, and reservations. She is the consummate can do person and has the knowledge and ability to enable a seamless transition with the least amount of potential problems.

She will bring a core team that she has led for the last 5 or 6 years. This comprises office, housekeeping, security and maintenance staff. Something that in this environment of worker shortages is irreplaceable. I cannot stress how importation this ability of hers is. There is no extra time in the leasing schedule to bring an inexperienced entity up to speed; never mind trying to explain the intricacies of day to day operations or possible emergencies.

Julie has a firsthand knowledge of the seasonal workers who will be and have been already asking about the status of their housing in the 26 campground owned trailers. She has kept this program running effortlessly from assignments, to set up, to providing propane refills as needed directly from our propane station.

In conclusion if the town wants this endeavor to be a success look no further than Ms. Simpson to lead this effort.

Sincerely,



John Gauthier

Maurice's Campground

Cell 774 722 1409

Email john.gauthier@comcast.net

I am available if any further input is needed

Maurice's Campground, Inc.
80 Route 6, Unit 1
Wellfleet, MA 02667

February 6, 2023

To Whom It May Concern:

Julie Simpson was a valued member of the Maurice's team. She took and confirmed reservations for campsites, cabins, and cottages and ensured that they were accurately filed and recorded. Julie managed housekeeping, opening and closing cabins and cottages. She is familiar with the grounds and operation of the ancillary systems throughout the campgrounds.

Julie also coordinated the recruitment and hiring of the J-1 student staff.

In the summer, she managed Maurice's Market and ordered groceries and other supplies.

Julie's skills and experience qualify her to be an effective, efficient manager for Maurice's Campground. Her familiarity with the grounds and operation will enable her to hit the ground running. If you need further information, please contact me at 774-722-1413. Thank you.

Sincerely,



Martin M. Gauthier
Former Owner

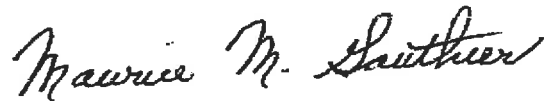
February 5, 2023

To whom it may concern,

As former owner and manager of Maurice's Campground, Inc. this letter is to recommend Julie Simpson as manager of Maurice's Campground and Maurice's Market.

Julie has worked with me for 10 years in both the campground and the market. She is extremely capable and can manage every aspect of the business. She has run the campground office attending to the front desk, the reservations and the income and outflow of money. She deals with the seasonal as well as the transient reservations, including all billing and invoices. She is a reliable manager who can handle multiple tasks each day. She achieves all these daily duties in a friendly, efficient and professional manner. She has been a tremendous asset to our business. I highly recommend her as the manager of Maurice's Campground.

Sincerely,

A handwritten signature in cursive script that reads "Maurice M. Gauthier". The signature is written in black ink and is positioned above the printed name.

Maurice Gauthier

The town of Wellfleet

Jan. 3, 2023

It has come to our attention that a member of Maurice's Jamppoz is applying for employment. We have known Julie for two years. Julie Simpson has an amazing work ethic. We love to see that in someone. That's hard to find nowadays. She is very attractive and friendly to everyone. The Gauthier family has been extremely lucky to have her. She knows all the jamming and going of the Jamppoz. We have seen her working in the office, greeting customers and attending to the office work. Julie has helped run the store for years. She cleans, stocks shelves, and bakes all the goodies for sale.

Julie Simpson would be an asset to have during the transition of ownership. If I were looking for a Captain of my ship, I'd like her in a heart beat.

David and Nancy Ruli

EXHIBIT A

Lease Payment Form

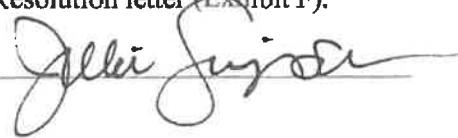
The proposer agrees to pay the Town of Wellfleet annual lease payments in the following amounts. Payments will be in accordance with Section VI-C of this RFP.

	<u>Annual Lease Payment</u>
1 st Year	\$ <u>250,000</u> .00
2 nd Year	\$ <u>262,500</u> .00
3 rd Year	\$ <u>275,000</u> .00
TOTAL	\$ <u>787,500</u> .00
First Year Renewal Option	\$ <u>290,000</u> .00
Second Year Renewal Option	\$ <u>300,000</u> .00
Third Year Renewal Option	\$ <u>310,000</u> .00

The Selectboard reserves the option as Awarding Authority to renew the Lease Agreement for up to one (1) additional three (3) year term, and may initiate the process at least ninety (90) days prior to the expiration of the Lease Agreement. Proposer should provide Annual Lease Payments for the renewal term with the original proposal, in space provided above. The Selectboard reserves the right to negotiate the renewal price, should it be deemed to be in the best interest of the Town at the time of renewal.

The renewal option has been properly advertised as a reference on the Legal Advertisement for disposition through lease of Town owned real property in accordance with the provisions of M.G.L., Chapter 30B, Section 16.

This Proposal must bear the written signature of the PROPOSER or an authorized agent of the PROPOSER bidding on this lease. If the PROPOSER is a corporation or by an officer and the title of such officer must be stated on the Corporate Resolution letter (Exhibit F).

Proposer's Signature:  Date Signed 2/7/23

Lease Payment Form Breakdown

Certified Bank Check for the deposit of \$5000.00 from Cape Cod bank accounts
Also access to Discover and Capitol One credit cards.

Annual Lease Payment breakdown

2023- 1st year \$250,000-- Breakdown into 3 payments

- #1 Due Date June 15th \$83,333.33
- #2 Due Date August 15th \$83,333.33
- #3 Due Date October 15th \$83,333.33

2024- 2nd Year \$262,500 Breakdown into 3 payments

- #1 Due Date April 15th \$87,500
- #2 Due Date July 15th \$87,500
- #3 Due Date October 15th \$87,500

2025- 3rd Year \$275,00 Breakdown into 3 payments

- #1 Due Date April 15th \$92,000
- #2 Due Date July 15th \$92,000
- #3 Due Date October 15th \$91,000

Renewal Options

2026 \$290,000 Same Due Dates as previous years

2027 \$300,000

2028 \$310,000

EXHIBIT C

TOWN OF WELLFLEET

CERTIFICATION OF GOOD FAITH

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity or group of individuals.


Signature of individual submitting bid or proposal

"MAURICE'S CAMPGROUND"
Name of business

80 Route 6 Wellfleet MA 02667
Address

617 691 7201
Phone

2/7/23
Date

EXHIBIT D

TAX COMPLIANCE CERTIFICATION

Pursuant to Chapter 62C of the Massachusetts General Laws, Section 49A(b), I, the undersigned, authorized signatory for the below named contractor/vendor, do hereby certify under the pains and penalties of perjury that said contractor has complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Signature 

Date: 2/7/2023

Name: JULIE SIMPSON
(Print Name)

Title: _____

Contractor/Vendor: _____

EXHIBIT E

Equipment provided by the Town of Wellfleet

- 1 Golf cart
- Lawn mower (sit down): 1
- Lawn mower (push): 2
- Weed whackers
- Shovels
- Air compressor
- Cabins and Cottages
 - Linen
 - Beddings
 - TV
 - Air conditioners
 - Kitchen and pantry supplies
- Store
 - 2, 10' X 12' walk-in coolers.
 - 8 foot deli case,
 - 2 standup 2 door glass coolers
 - 1- 2 door Glass freezer
 - Meat slicer,
 - 2 refrigerated sandwich units
 - 2 cash registers
 - small microwaves,
 - electric toasters
 - utensils used in deli prep

All of the above equipment shall remain the property of the Town and shall be maintained by the Lessee.

EXHIBIT F

CORPORATE RESOLUTION

At a duly authorized meeting of the Board of Directors of _____
(Name of Corporation)

held on _____ it was VOTED that:
(Date)

(Name) (Title)

of this corporation, be and he/she hereby is authorized to submit bids and proposals, execute contracts, deeds and bonds in the name and on behalf of said corporation, and affix its corporate seal thereto; and such execution of any contract, deed or obligation in this corporation's name on its behalf by such _____ under seal of the company, shall be valid and binding upon this corporation.

A True Copy,

ATTEST: _____

TITLE: _____

PLACE OF BUSINESS: _____

DATE OF THIS CERTIFICATE: _____

I hereby certify that I am the clerk of the _____
(Corporation)

that _____ is the duly elected _____ of
(Name) (Title)

said corporation, and that the above vote has not been amended or rescinded and remains in full force and effect as of the date of this Certification.

(Clerk)

CORPORATE SEAL:
EXHIBIT G

INSURANCE

Commercial General Liability

Commercial General Liability coverage must be provided using ISO form CG 0001 or its equivalent. The policy must provide the following limits:

- \$2,000,000 General Aggregate
- \$2,000,000 Products/Completed Operations Aggregate
- \$1,000,000 Personal & Advertising Injury Limit
- \$1,000,000 Each Occurrence Limit
- \$100,000 Damage To Rented Premises
- \$5,000 Medical Expense (any one person)

The policy must include LESSOR as an additional insured, and such protection must be primary and non-contributory to any policy maintained by LESSOR.

The policy must not contain any abuse or molestation limitations or exclusions.

Automobile Liability

The LESSEE shall maintain business automobile insurance covering all owned, hired and non-owned autos used by LESSEE. The policy must provide a combined single limit of not less than \$1,000,000 per accident. The policy must include LESSOR as an additional insured, and such protection must be primary and non-contributory to any policy maintained by LESSOR.

Umbrella/Excess Liability

The LESSEE must also maintain commercial umbrella/excess liability insurance at a limit of not less than \$5,000,000 per occurrence applying in excess of LESSEE's commercial general liability, automobile liability, employers liability, and liquor liability (if such coverage is required). The policy must include LESSOR as an additional insured and provide coverage at least as broad as the underlying insurance.

Workers Compensation and Employers Liability Insurance

The LESSEE must also maintain workers compensation coverage providing statutory benefits of the Commonwealth of Massachusetts. The policy must also include employers' liability insurance at the following limits:

- \$1,000,000 Bodily Injury by Accident – Each Accident
- \$1,000,000 Bodily Injury by Disease – Policy Limit
- \$1,000,000 Bodily Injury by Disease – Each Employee

Liquor Liability Insurance

If any alcoholic beverages are sold or served on the Premises, and LESSEE is required to have a license pursuant to

Massachusetts General Laws Chapter 138, LESSEE shall maintain liquor liability insurance at the following limit:

\$1,000,000 each occurrence – bodily injury and property damage.

LESSOR must be included as an additional insured in this policy.

Environmental/Pollution Liability Insurance

LESSEE shall also maintain environmental/pollution liability insurance covering third-party injury and property damage, including cleanup costs, as a result of pollution conditions arising from LESSEE's use or occupancy of the Premises at the following limits:

\$1,000,000 for each occurrence.

\$2,000,000 aggregate.

LESSOR must be included as an additional insured in this policy.

This requirement can be satisfied through endorsement of LESSEE's commercial general liability policy or placement of a separate stand-alone policy.

Property Insurance

LESSEE shall maintain a policy of "all-risks" property insurance covering its business personal property, and its alterations and improvements at a limit equivalent to the full estimated replacement cost of the insured property. The policy must contain an agreed amount endorsement waiving all co-insurance provisions. The deductible must not exceed the lesser of \$10,000 or 1% of the policy limit. The policy shall contain a waiver of the insurer's right of subrogation against LESSOR.

Waivers of Subrogation. To the extent reasonably obtainable, LESSEE's general liability, automobile liability, workers compensation, and property insurance policies must waive the insurer's right of subrogation against LESSOR.

Insurance Companies. All insurance required under this Lease shall be issued by insurance companies authorized to do business in Commonwealth of Massachusetts, with a financial strength rating of A- or better and a financial class of VIII or better, as rated in the most recent edition of A.M. Best's Insurance Reports.

Notice of Cancellation. Each policy, to the extent obtainable, shall contain an agreement by the insurer that such policy shall not be cancelled without at least thirty (30) days prior written notice to LESSOR.

Certificates of Insurance. *Certificates of insurance satisfactory to LESSOR shall be delivered to LESSOR annually.*

Blanket Insurance. LESSEE is permitted to maintain insurance of the kind and in the amount provided for under this Exhibit under a blanket insurance policy or policies that covers or cover other properties owned or operated by LESSEE as well as the Premises; provided, however, that any such policy of blanket insurance shall specify the limit of the insurance allocated to the Premises, which amount shall not be less than the amount required to be maintained by LESSEE.

Re: Marshall & Sterling Campground Insurance: Quotes

• Brian Seigerman <bseigerman@marshallsterling.com>
Mon 2/6/2023 12:19 PM

Hello Brian

Are you going to be sending me a quote from McNeil for those coverages?

Maurice's Campground, Inc.
80 Route 6, Wellfleet, MA 02667
Tel 508 349 2029 Fax 508 349 6704
<https://mauricescampground.com/>
stay@mauricescampground.com

From: Brian Seigerman <bseigerman@marshallsterling.com>
Sent: Monday, February 6, 2023 9:45 AM
To: juliesimpson414@gmail.com <juliesimpson414@gmail.com>
Cc: john.gauthier@comcast.net <john.gauthier@comcast.net>; John Gauthier <stay@mauricescampground.com>
Subject: Marshall & Sterling Campground Insurance: Quotes

Hello Julie,

~~For the General Liability, auto and SSM UMB pricing with McNeil should be in \$10,000 Range.~~

~~Pollution \$3,146.40 – 1st attachment~~

~~W/C \$3,837.00 – 2nd attachment~~

Thank you,

Brian

Brian Seigerman, CPA
Senior Sales Executive
Marshall & Sterling Campground & Hospitality Insurance Program
www.marshallsterling.com / tollfree.us
420 East Main Street, Middletown NY 10840
800-782-2926 Ext 2615
914-443-3779 Cell
845-794-0430 Fax
bseigerman@marshallsterling.com

Marshall & Sterling, Inc Poughkeepsie
110 Main Street
Poughkeepsie, NY 12601



Commercial Insurance Proposal

Prepared for:

Julie Simpson
80 State Highway Route 8
Wellfleet, MA 02667

Presented by:

Marshall & Sterling, Inc Poughkeepsie
110 Main Street
Poughkeepsie NY 12601

Proposal Date: 1/26/2023

This proposal expires the sooner of (30) days after the proposal date or the proposed inception date, coverage may not be bound retroactively. Coverage rate indications reflect currently approved and executed forms and factors and may be subject to change effective policy inception. Only AmTrust policy forms issued at inception provide coverage, terms and conditions.

Presented by:
 Marshall & Sterling, Inc Poughkeepsie
 110 Main Street
 Poughkeepsie, NY 12601

Commercial Insurance Proposal
 Proposal Date: 1/26/2023
 MAC Account # 31404044



PREMIUM SUMMARY

Coverage	Premium
Workers Compensation	\$3,824.00
Fees	\$0.00
Proposal Total	\$3,824.00

*When applicable, terrorism and taxes are included in the total.

Quote	Issuing Carrier	Quote Type	Bill Type	Pay Plan
9620039	Wesco Insurance Company Term: 2/3/2023 - 2/3/2024 Quote Status: BIND ELIGIBLE	Workers Compensation	Direct Billed	10 Monthly Installment

PAYMENT INSTALLMENT SCHEDULE

Quote
9620039 Workers Compensation

Installments	Invoice Date	Due Date	Premium	Surcharge	Amount
Downpayment	1/27/2023	2/11/2023	\$368.00	\$135.00	\$503.00
Installment 1 of 9	3/14/2023	4/3/2023	\$369.00	\$0.00	\$369.00
Installment 2 of 9	4/13/2023	5/3/2023	\$369.00	\$0.00	\$369.00
Installment 3 of 9	5/12/2023	6/3/2023	\$369.00	\$0.00	\$369.00
Installment 4 of 9	6/13/2023	7/3/2023	\$369.00	\$0.00	\$369.00
Installment 5 of 9	7/14/2023	8/3/2023	\$369.00	\$0.00	\$369.00
Installment 6 of 9	8/14/2023	9/3/2023	\$369.00	\$0.00	\$369.00
Installment 7 of 9	9/13/2023	10/3/2023	\$369.00	\$0.00	\$369.00
Installment 8 of 9	10/13/2023	11/3/2023	\$369.00	\$0.00	\$369.00
Installment 9 of 9	11/13/2023	12/3/2023	\$369.00	\$0.00	\$369.00

WORKERS COMPENSATION (9620039) BIND ELIGIBLE

PREMIUM SCHEDULE

State: MA	Period 1: 2/3/2023 - 2/3/2024	Experience Mod: 0.00		
Class Code	Description	Exposure	Rate	Premium
9015	Buildings—Operation by Owner, Lessee	\$125,000.00	2.590	\$3,238.00
9037	MA LCM Deviation	\$0.00	0.000	\$0.00
Deductible				N/A
Employers Liability Limits			\$1,000,000/\$1,000,000/\$1,000,000	
Class Code	Description			Premium
9812	Premium for Increased Limits Part Two: 2% (1000/1000/1000)			\$65.00

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9848	Premium to Equal Increased Limits Minimum Charge	\$10.00
Total Premium Subject To Experience Modification		\$3,313.00
Experience Modification N/A		\$3,313.00
9884	Merit Rating 1.00	\$0.00
9740	Terrorism 3%	\$38.00
9741	Catastrophe (other than Terrorism) 0%	\$0.00
0900	Expense Constant	\$338.00
Total Premium		\$3,689.00
9751	DIA Assessment 4.18%	\$135.00
Total MA Cost		\$3,824.00
Total MA cost:		\$3,824.00
Minimum Premium:		\$449.00
Total Estimated Annual Premium:		\$3,689.00
State Assessment:		\$135.00
Total Estimated Cost:		\$3,824.00
Initial Deposit/Down Payment Amount required to Bind:		\$503.00

Workers' Compensation - IMPORTANT NOTICE:

This Workers' Compensation quotation is an estimate based upon the underwriting information received including any experience modifications - which may change at the time of binding coverage.

The policy is auditable with the final premium based on actual payroll and job classifications. Current Certificates of Workers' Compensation coverage must be maintained on all subcontracted labor and available to review by a representative of the insurance company. In the event the required certificates are not maintained, the amounts paid to the subcontractors will be included as payroll and a premium change will be made.

Quote not valid if any of the information provided by the insured or representing Agent is determined to be fraudulent or purposefully misleading in an attempt to alter coverage in any way or premium calculations.

Please note that in addition to the coverages identified in the rating information above, your policy includes terrorism coverage consistent with the Federal Terrorism Risk Insurance Act of 2002.

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PROPOSAL TERMS AND CONDITIONS

- This proposal replaces all previous proposals for this insured.
- The proposal expires the sooner of thirty (30) days from the date of the proposal or proposed policy inception date, and coverage may not be bound retroactively.
- This proposal provides a summary of coverages. For a complete description of coverages and all terms and conditions, please refer to AmTrust's policy forms, which are available upon request. In the event of a conflict, the actual terms, conditions, limitations and exclusions of the policy shall prevail. Insurance specifications and other requests for coverage that are not incorporated in this proposal, confer no rights and do not amend, extend or alter the coverage afforded by AmTrust.
- Whether or not this quote is for more than one line of insurance, it must be accepted or rejected by the recipient in its entirety. Please contact the underwriter in the event that only a portion of the quotation is desired.
- This proposal is subject to the cancellation provisions applicable to each policy.
- Prior to the effective date of coverage AmTrust must be advised of any change in the information provided by, or required to be provided by, the applicant, or any change in the exposure basis, hazard or risk contemplated by this proposal since the original submission date. AmTrust reserves the right to modify or withdraw this proposal in the event of any of the above.
- All of the terms, conditions, and other requirements set forth in this proposal must be included in any quote presentation to the proposed insured.

In an effort to provide AmTrust customers with a variety of billing options, the below fee structure will be applied to your new policy.

This fee structure helps customers to meet payment due dates, ensures that valid and properly funded payments are submitted, and provides an incentive for paid-in-full options.

Our fee structure is as follows:

Fee Title	Fee Amount	Description
Returned Payment Fee	\$25	A returned payment fee applied to any return payment.
Late Fee	\$20	Late fee applied if payment not received.
Installment Fee	\$15	A "paper" billing fee that is assessed for each mailed installment invoice. Excludes down payment and annual payment plans. Fee is billed at the account level.
Reinstatement Fee	\$50	Fee applied upon reinstatement of a non-payment cancellation.
EFT Fee	\$3	An "electronic" billing fee that is assessed for each ACH Direct Debit transaction. Fee is billed at the account level.

* Fee amount may vary by state and program of business.

Presented by:
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BINDING REQUEST AUTHORIZATION AND ACCEPTANCE

This proposal is only bindable for Agents with AmTrust Binding Authority or after the approval of an AmTrust Underwriter.

Thank you for the opportunity to quote, your business is valued by us. This quotation is valid for (30) days or the proposed inception date in the policy period noted above. All premiums and policy conditions are subject to final underwriting approval and/or verification of application data submitted to us which has caused us to issue this proposal. While every effort has been made herein to provide a fair description of the coverages afforded by our policies, no coverages are afforded by this proposal. The actual insurance CONTRACT WILL determine coverage in ALL CLAIM situations. If you have any questions or concerns regarding the content of this proposal, you should immediately contact your AmTrust agent noted above for clarification.

Binding Authorization and Acceptance: Any person who knowingly and with intent to defraud any insurance company or another person files an application for insurance or statement of claim containing any materially false information, or conceals for the purpose of misleading information concerning any fact material thereto, commits a fraudulent insurance act, which is a crime and subjects the person to criminal and substantial civil penalties{NY}. (Not applicable in CO, DC, FL, HI, MA, NE, OH, OK, VT or WA; In LA, ME, TN and VA, Insurance benefits may also be denied.)

In the District of Columbia, warning: it is a crime to provide false or misleading information to an insurer for the purpose of defrauding the insurer or any other person. Penalties include imprisonment and/or fines.

In Florida, any person who knowingly and with intent to injure, defraud, or deceive any insurer files a statement of claim or an application containing false, incomplete, or misleading information is guilty of a felony of the third degree.

In Massachusetts, Nebraska, Oregon and Vermont, any person who knowingly and with intent to defraud any insurance company or another person files an application for insurance or statement of claim containing any materially false information, or conceals for the purpose of misleading information concerning any fact material thereto, may be committing a fraudulent insurance act, which may be a crime and may subject the person to criminal and civil penalties.

In Washington it is a crime to knowingly provide false incomplete, or misleading information to an insurance company for the purpose of defrauding the company. Penalties include imprisonment, fines, and denial of insurance benefits.

The undersigned is an authorized representative of the applicant and represents that reasonable inquiry has been made to obtain the answers to questions on this application. He/she represents that the answers are true, correct and complete to the best of his/her knowledge.

Producers Signature: _____ Producers Name: _____ State Producer License No. _____

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Flexible Payment Options

Paying insurance premiums shouldn't be a hassle. That's why AmTrust North America offers a variety of methods and installments for insureds to pay – to make it simple and convenient.

Payment Options

- AmTrust AutoPay — Direct debit / EFT
- Credit Card — Online or by phone
MasterCard®, Discover®, VISA® and American Express® accepted
- Check or Electronic Check — Online or by phone
- Pay-As-You-Owe® (PAYO®) — Applies only to workers' comp policies
- Monthly Self Reporting — Applies only to workers' comp policies

AmTrust AutoPay

With this direct debit payment option there's no need to worry about writing a check every month. Once signed up, payments will be automatically withdrawn from the designated bank account.

To sign up, visit www.amtrustfinancial.com, click "LOGIN" in the upper right corner and click "Register." All of the information needed to register can be found on the insured's invoice. Once registered, there is a menu item to sign up for Direct Debit. Complete the needed information and payments will begin being automatically deducted each month.

If changes need to be made to the bank information, simply go back to AmTrust Online and modify the banking information as needed. If the online option is not viable, Direct Debit authorization forms are also available by calling our Customer Service Department at 877.528.7878.

Pay-As-You-Owe® (PAYO®)

Workers' compensation premium is based on payroll. To make premium payments as seamless as possible, we offer PAYO, the perfect

payment solution. PAYO works with approved payroll companies nationwide to make premium payments seamless for the insured.

The payroll companies calculate the premium at the same time they are calculating the payroll for the insured and submit the report directly to AmTrust on the insured's behalf

Benefits of PAYO include:

- No deposit or down payment required at policy inception or at renewal
- Improves cash flow – employer pays workers' compensation based on actual payroll
- Simplifies work for employer, since payroll company handles the calculation
- No checks to write or invoices to pay; per pay period direct debit by payroll company or AmTrust
- Reduces the chance of additional or return premium at audit

Getting a payroll company approved is easy. AmTrust will confirm that the payroll company has the proper reporting information required, and provide the payroll company with our reporting specifications to help simplify the approval process.

To find out if a payroll company is approved or to submit a payroll company for approval, please contact your regional sales manager.

Payment Plans

For a listing of our flexible payment plans please contact your sales representative or our Customer Service Department at 877.528.7878. We are sure there is a payment plan that is right for you.

Online Payment

Busy schedules call for flexibility. AmTrust offers that flexibility with 24/7 online payment for insurance premiums.

Signing up is simple. Go to AmTrust Online at www.amtrustfinancial.com, click "LOGIN" in the upper right corner and click "Register." All of the information needed to register can be found on the insured's invoice. Once registered, payments can be made by paying the minimum payment or full balance with a credit card or electronic check.

Additional Ways to Pay

If the aforementioned payment options do not fit your needs, you can also pay by check, phone (credit card or electronic check) or by providing a monthly self report.

To pay by phone, call our Customer Service Department at 866.513.5650:

- Monday - Thursday: 8 a.m. - 8 p.m. EST
- Friday: 8 a.m. - 7 p.m. EST

Our Interactive Voice Response (IVR) automated system is also available 24-7 at 866.513.5650, and can be selected during regular business hours if preferred.

To pay Direct Bill invoices by check, submit payment to:

AmTrust North America
P.O. Box 6939
Cleveland, OH 44101-1939

For monthly self-reporting policies, the insured can submit their payroll by class code and make payment online at www.amtrustfinancial.com or by completing the monthly self-reporting form that is mailed to them and submitting it to the address below with a check.

AmTrust North America
P.O. Box 5849
Cleveland, OH 44101-0849



AmTrust North America
An AmTrust Financial Company

877.528.7878

www.amtrustnorthamerica.com
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Monday, January 30, 2023

FROM: Jeff Cunningham
TO: Marshall & Sterling - Poughkeepsie
ATTN: Laurie Yonkin

RE: Julie Simpson

We are pleased to provide the following proposal for your client. Please review all coverage terms and conditions carefully as the coverage being offered may be more limited than coverages requested.

Coverage: All terms per Carrier Company: Westchester Surplus Lines Insurance Company

Options	1 Year Term	3 Year Term
Limits	\$1M/\$2M	\$1M/\$2M
Retention	\$5,000.00	\$5,000.00
Commission	10.00%	10.00%
Premium	\$2,785.00	\$6,405.00
Program Fee	\$250.00	\$550.00
Surplus Lines Tax (MA) 4.000%	\$111.40	\$256.20
Total due by insured	\$3,146.40	\$7,211.20

Taxes shown above will increase if terrorism coverage is added to the premium. Details for purchasing terrorism coverage follow, but are not included in the above calculations.

Payment is due to UCPM, Inc. within 15 days from the effective date of coverage.

The indication is subject to the receipt and satisfactory review of the following information prior to binding unless otherwise noted:

- A currently completed, signed and dated Westchester Environmental Premises Pollution Liability application
- 3 years of currently valued loss runs. Provide GL loss runs if no pollution coverage
- 2 years of financial statements for the most recently completed fiscal years, including a balance sheet and an income statement
- [MA Surplus Lines Affidavit](#)

UCPM can handle the surplus lines filing for fee as quoted after receipt of any necessary affidavits.

Quote is valid for 30 days from the date of this proposal, or until the Expiration Date of the current policy, whichever is sooner.

Note: Higher limits may be available for most risks. Payment of premium or receipt of a policy number does not guarantee coverage if there are binding subjectivities outstanding.



Deliver Enhanced
Expertise
and
Value-Added
Services

Quote Analysis and Comparison

Review and compare quote options easily with our patented Dynamic Coverage Analysis Tool (DCAT). The DCAT shows side-by-side how each quote's terms respond to important coverage issues, helping insureds make more informed purchase decisions.

Understand Pollution Risk

Most businesses are not aware of the pollution risks they carry. Environmental Risk Overviews (EROs) can help you convey the need for pollution insurance by highlighting the specific environmental exposures faced by a business and providing claims examples.

Connect for Success

You can schedule a video or phone meeting with your UCPM broker to review quote options, coverage terms and exposures to prepare your presentation with the client. This opportunity to address questions and gain insights can enhance your success in placing coverage.

Deliver Environmental Risk Management

We have an environmental consultant on retainer who can help you deliver valuable resources to your clients to manage their environmental risk, including Pollution Prevention Practices and Operations & Maintenance (O&M) Plans.

Expand Business Opportunities

Enhance your insurance presentation with a business-building opportunity for your contractor clients. Certified Environmentally Responsible Contractor (CERC) is a unique certification program that can distinguish a contractor during the bid process for being properly trained and properly insured. Learn more about the CERC program at c-e-r-c.com.

Watch testimonial on the benefits of CERC from a certified contractor [here](#)

Learn more about how CERC can help you stand out [here](#)

Quote

Potential Insured:

Julie Simpson
P.O. Box 1714
Wellfleet, MA 02667

Please read this proposal carefully, as the limits, coverage and other terms and conditions may vary significantly from those requested in your submission and/or from the expiring policy. Terms and conditions that are not specifically mentioned in this proposal are not included. The terms and conditions of this proposal supersede the submitted insurance specifications and all prior proposals and binders. Actual coverage will be provided by and in accordance with the policy as issued.

The insurer is not bound by any statements made in the submission purporting to bind the insurer unless such statement is reflected in the policy or in an agreement signed by someone authorized to bind the insurer.

This proposal has been constructed in reliance on the data provided in the submission. A material change or misrepresentation of that data voids this proposal.

Company: Westchester Surplus Lines Insurance Company - AM Best Rating A+ XV

Coverage: Premises Pollution Liability Insurance Policy - Westchester Elite SM Form

Coverage A – Cleanup Costs for New Pollution Conditions	INCLUDED
Coverage B – Bodily Injury and Property Damage for New Pollution Conditions	INCLUDED
Coverage C – Cleanup Costs for Pre-existing Pollution Conditions	NOT INCLUDED
Coverage D – Bodily Injury and Property Damage for Pre-existing Pollution Conditions	NOT INCLUDED
Coverage E – Non-Owned Location Pollution Liability	INCLUDED
Coverage F – Transportation Pollution Liability	INCLUDED
Coverage G – Contractors Pollution Liability	NOT INCLUDED
Coverage H – Products Pollution Liability	NOT INCLUDED

OPTION 1				
Limits of Liability: (Each Pollution Condition)		Deductible Amount:	Deductible Basis:	Retroactive Date:
Coverage A	\$1,000,000	\$5,000	Each Pollution Condition	Policy Inception
Coverage B	\$1,000,000	\$5,000	Each Pollution Condition	Policy Inception
Coverage C	NOT INCLUDED	-	-	-
Coverage D	NOT INCLUDED	-	-	-
Coverage E	\$1,000,000	\$5,000	Each Pollution Condition	Policy Inception
Coverage F	\$1,000,000	\$5,000	Each Pollution Condition	Policy Inception
Coverage G	NOT INCLUDED	-	-	-
Coverage H	NOT INCLUDED	-	-	-
Policy Aggregate Limit:	\$2,000,000	<i>(The most the insurer will pay for the sum of damages under all Coverage Parts)</i>		
Policy Term:	One (1) Year	Effective Date: TBD	Expiration Date: TBD	
Premium:	\$2,785			
TRIA Premium Charge:	\$250			
Total Premium:	\$3,035	<i>(Includes TRIA Premium Charge - Any request to reject TRIA coverage must be submitted to the underwriter prior to binding. See Attached TRIA disclosure.)</i>		

OPTION 2				
Limits of Liability: (Each Pollution Condition)		Deductible Amount:	Deductible Basis:	Retroactive Date:
Coverage A	\$1,000,000	\$5,000	Each Pollution Condition	Policy Inception
Coverage B	\$1,000,000	\$5,000	Each Pollution Condition	Policy Inception
Coverage C	NOT INCLUDED	-	-	-
Coverage D	NOT INCLUDED	-	-	-
Coverage E	\$1,000,000	\$5,000	Each Pollution Condition	Policy Inception
Coverage F	\$1,000,000	\$5,000	Each Pollution Condition	Policy Inception
Coverage G	NOT INCLUDED	-	-	-
Coverage H	NOT INCLUDED	-	-	-
Policy Aggregate Limit:	\$2,000,000	<i>(The most the insurer will pay for the sum of damages under all Coverage Parts)</i>		
Policy Term:	Three (3) Years	Effective Date: TBD	Expiration Date: TBD	
Premium:	\$6,405			
TRIA Premium Charge:	\$321			
Total Premium:	\$6,726	<i>(Includes TRIA Premium Charge - Any request to reject TRIA coverage must be submitted to the underwriter prior to binding. See Attached TRIA disclosure.)</i>		

Rate: Flat / Non Auditable

Exposure Basis: 1 Covered Locations

Covered Locations: 80 State Highway Route 8, Wellfleet, MA 02667

Insurance Company Forms:

ALL-21101 (11/06) - Trade or Economic Sanctions Endorsement
ENV-9099 (10-12) - Global Program Solutions Amendatory (Foreign Indemnity) Endorsement
ENV-9100 (01/15) - Premises Pollution Liability Insurance Policy - Elite Form
ENV-9127 (10/11) - Intended Use Endorsement
ENV-9131 (10/11) - Minimum Earned Premium Endorsement
ENV-9133 (10/11) - Mold Exclusion
ENV-9169 (01/15) - Catastrophe Management Coverage Endorsement
ENV-9171 (07-15) - Dedicated Defense Aggregate Limit Endorsement
ENV-9183 (08/18) - Limits Of Insurance Amendatory Endorsement
ENV-9186 (02/20) - Communicable, Contagious Or Prion Diseases Exclusionary Endorsement
ENV-9188 (02/22) - Fluorinated Compounds Exclusionary Endorsement
ENVM-484 (03/22) - Designated Country Limitation Endorsement
SL-34255a (01/16) - Service of Suit Endorsement
TR-51520a (08/20) - Policyholder Disclosure - Notice of Terrorism Insurance Coverage

Endorsement Terms and Conditions:

- ENV-9127 (10/11) - Intended Use Endorsement - Campground and RV Park
- ENV-9131 (10/11) - Minimum Earned Premium Endorsement - 25% minimum earned premium at inception, 100% minimum earned after 365 days
- ENV-9169 (01/15) - Catastrophe Management Coverage Endorsement - \$250,000 Aggregate Catastrophe Management Costs Sublimit of Insurance (serves to reduce the Limits of Insurance shown on the Declarations page); Deductible \$25,000 Catastrophe Management Costs
- ENV-9171 (07-15) - Dedicated Defense Aggregate Limit Endorsement - \$250,000 Dedicated Defense Aggregate Limit
- ENVM-484 (03/22) - Designated Country Limitation Endorsement - Russia, Belarus, and Ukraine, including their territories and possessions and any state or political subdivision thereof

The quoted coverage is subject to the receipt and satisfactory review of the following information within thirty (30) days unless otherwise noted:

1. **PRIOR TO BINDING-** A currently completed, signed and dated Westchester Environmental Premises Pollution Liability application.
2. **PRIOR TO BINDING-** Three (3) years of currently valued loss runs. Provide GL loss runs if no pollution coverage.
3. **PRIOR TO BINDING-** Two (2) years of financial statements for the most recently completed fiscal years, including a Balance Sheet and an Income Statement.

Additional Terms and Conditions:

1. Proposed terms and conditions may differ from those requested.
 2. Sample coverage forms will be provided to you upon request prior to binding.
 3. The producer shall be responsible for all applicable surplus lines filings and taxes.
 4. Premium is due thirty (30) days from the effective date of coverage.
 5. The coverage proposed in this quote is valid through 02/28/2023.
 6. We reserve the right to rescind this quote in order to amend the terms and conditions, including premium, or decline the account based upon review of additional underwriting information.
-
- **PLEASE NOTE THAT FOR POLICIES EFFECTIVE JULY 21, 2011 AND SUBSEQUENT, WE REQUIRE THE PRODUCER TO PROVIDE THE "HOME STATE" AS DEFINED IN THE NONADMITTED AND REINSURANCE REFORM ACT (NRRA) UPON BINDING OF THIS PLACEMENT**
 - Please be advised that we do not review Certificates of Insurance issued by you, or by any party, relating to this policy of insurance either for content or accuracy. Accordingly, we request that you do not provide copies of certificates to us for review or for our records. Authority is granted to you for the limited purpose of issuing **unmodified ACORD Certificates (ACORD 25)**. It is your responsibility to see that any Certificate provides an accurate representation of the coverage form and endorsements applicable to this policy at the time the Certificate is issued. **Any modification of the approved ACORD forms specifically set forth above, or the issuance of a non-approved Certificate of Insurance (ACORD or other) is prohibited.** Certificates of Insurance may only be issued as a matter of information. You have no authority by virtue of a Certificate or otherwise, to amend, extend or otherwise alter coverage afforded under this policy. Certificates of Insurance are never recognized as endorsements or policy change requests. You must submit a separate written request if an endorsement or policy change (including but not limited to adding additional insureds or loss payees and/or alteration of notice requirements for cancellation) is requested. In the event a policy change is requested, the underwriter will advise if the request is acceptable to the Company.

**POLICYHOLDER DISCLOSURE NOTICE OF TERRORISM INSURANCE
COVERAGE**

You are hereby notified that under the Terrorism Risk Insurance Act, as amended, you have a right to purchase insurance coverage for losses resulting from acts of terrorism. As defined in Section 102(1) of the Act: The term "act of terrorism" means any act or acts that are certified by the Secretary of the Treasury---in consultation with the Secretary of Homeland Security, and the Attorney General of the United States---to be an act of terrorism; to be a violent act or an act that is dangerous to human life, property, or infrastructure; to have resulted in damage within the United States, or outside the United States in the case of certain air carriers or vessels or the premises of a United States mission; and to have been committed by an individual or individuals as part of an effort to coerce the civilian population of the United States or to influence the policy or affect the conduct of the United States Government by coercion.

You should know that where coverage is provided by this policy for losses resulting from certified acts of terrorism, such losses may be partially reimbursed by the United States Government under a formula established by federal law. However, your policy may contain other exclusions which might affect your coverage, such as an exclusion for nuclear events. Under the formula, the United States Government generally reimburses 80% of covered terrorism losses exceeding the statutorily established deductible paid by the insurance company providing the coverage. The premium charged for this coverage is provided below and does not include any charges for the portion of loss that may be covered by the federal government under the act.

You should also know that the Terrorism Risk Insurance Act, as amended, contains a \$100 billion cap that limits U.S. Government reimbursement as well as insurers' liability for losses resulting from certified acts of terrorism when the amount of such losses in any one calendar year exceeds \$100 billion. If the aggregate insured losses for all insurers exceed \$100 billion, your coverage may be reduced.

COVERAGE OF "ACTS OF TERRORISM" AS DEFINED BY THE REAUTHORIZATION ACT WILL BE PROVIDED FOR THE PERIOD FROM THE EFFECTIVE DATE OF YOUR NEW OR RENEWAL POLICY THROUGH THE EARLIER OF THE POLICY EXPIRATION DATE OR DECEMBER 31, 2027. EFFECTIVE DECEMBER 31, 2027 THE TERRORISM RISK INSURANCE PROGRAM REAUTHORIZATION ACT EXPIRES.

Acceptance or Rejection of Terrorism Insurance Coverage

If you choose to purchase Terrorism Insurance Coverage, the portion of your premium that is attributable to coverage for acts of terrorism is \$250.

If you choose to reject Terrorism Insurance Coverage, you or your authorized representative may do so by signing and returning this notice where indicated below or otherwise notifying us prior to the inception or renewal date of the policy. Failure to do so prior to such date will be deemed purchase of Terrorism Insurance Coverage.

By Signing below, Terrorism Insurance Coverage is rejected.

Julie Simpson
Policyholder/Applicant/Authorized
Representative's Signature

Westchester Surplus Lines Insurance Company
Insurance Company

Print Name
02/03/2023
Date

Policy Number

**EXHIBIT H
DISCLOSURE STATEMENT
ACQUISITION OR DISPOSITION OF REAL PROPERTY**

For acquisition or disposition of Real Property by _____ the undersigned does hereby state, for the purposes of disclosure pursuant to Massachusetts General Laws, Chapter 7, section 40J, of a transaction relating to real property as follows:

- (1) **REAL PROPERTY DESCRIPTION:** CAMPGROUND CABINS & COTTAGES
- (2) **TYPE OF TRANSACTION:** LEASE
- (3) **SELLER(S) or LESSOR(S):** TOWN OF WELLFLEET
- (4) **PURCHASER(S) or LESSEE(S):** Julie Simpson
- (5) Names and addresses of all persons who have or will have a direct or indirect beneficial interest in the real property described above:

<u>NAME</u>	<u>RESIDENCE</u>
<u>Julie Simpson</u>	<u>5490 N. EASTHAM MA 02657</u>
_____	_____
_____	_____

- (6) None of the above mentioned persons is an employee of the Division of Capital Asset Management or an official elected to public office in the Commonwealth except as listed below.
- (7) This section must be signed by the individual(s) or organization(s) entering into this real property transaction with the public agency named above. If this form is signed on behalf of a corporation or other legal entity, it must be signed by a duly authorized officer of that corporation or legal entity. The undersigned acknowledges that any changes or additions to items 3 and or 4 of this form during the term of any lease or rental will require filing a new disclosure with the Division of Capital Asset Management and Maintenance within thirty (30) days following the change or addition.

The undersigned swears under the pains and penalties of perjury that this form is complete and accurate in all respects.

Signature: Julie Simpson Title: _____
Printed Name: Julie Simpson Date: 2/7/2023

EXHIBIT I

AGREEMENT OF LEASE

This AGREEMENT OF LEASE, made and entered into on this ____ day of _____, 2023, by and between the **TOWN OF WELLFLEET**, a municipal corporation organized under the laws of the Commonwealth of Massachusetts, by its **SELECTBOARD**, with offices at 300 Main Street, Town Hall, Wellfleet, Massachusetts 02667, hereinafter called the **LESSOR**, and _____, with an address of _____ (ADDRESS), hereinafter called the **LESSEE**.

WHEREAS, the LESSOR, as owner of parcel of real estate, with improvements thereon, located at 80 State Highway, Wellfleet, and known as Maurice's Campground (the "Premises"), is seeking a person(s) to reside at the Premises and to operate and maintain a family campground as set forth herein and in the Request for Proposals issued by the LESSOR dated as of [_____, 2022] to the extent not conflicting with the terms of this lease; and,

WHEREAS, the LESSEE is desirous of leasing the Premises to operate a family campground for a three (3) year period with one three (3) year option to extend to be offered at the sole discretion of the LESSOR, and the LESSOR is willing to lease said property to said LESSEE.

NOW THEREFORE, the parties agree as follows:

1. PREMISES

1.1: The Premises are located at 80 State Highway, Wellfleet, MA, which consists of an office building, 168 full-hookup trailer sites, 46 partial-hookup trailer sites, 16 campsites, 5 cabins, 4 cottages, bathroom/shower facilities, 1 year-round home (Lessee to honor existing lease for 3 years), store and propane filling station. Use of Community Preservation restricted area shall not be occupied or used without the consent of the LESSOR. Such restricted area is designated Appendix A attached hereto and incorporated herein.

2. TERM

2.1: The term of this lease shall be for three (3) years, commencing _____, 2023 and terminating on _____, 2026.

2.2: The right to exercise one three (3) year option will rest solely with the LESSOR. Notice to exercise the option will be made in writing 90 days prior to the expiration of the Lease.

2.3: The LESSEE will have the right to exercise the option if they choose to do so, after it has been offered by the LESSOR. The acceptance of the option, after given to the LESSEE must be confirmed 60 days prior to the expiration of the Lease.

2.4: Notwithstanding anything herein to the contrary, and in addition to the other termination rights hereunder, LESSOR shall have the right to terminate this lease at anytime in the event that the Department of Environmental Protection (DEP) requires LESSOR to undertake cost prohibitive upgrades to the water or wastewater system for continued operations at the Premises, as determined by LESSOR in its sole discretion.

3. RENT

3.1: The LESSEE agrees to pay the LESSOR the sum of

Annual Lease Payment

1 st Year	\$ _____
2 nd Year	\$ _____
3 rd Year	\$ _____
TOTAL	\$ _____
First Year Renewal Option	\$ _____
Second Year Renewal Option	\$ _____
Third Year Renewal Option	\$ _____

4. UTILITIES

4.1: LESSEE agrees to pay for all utilities related to the Premises during the term of the Lease.

4.2: LESSEE agrees that the provision of the above utilities is subject to interruption due to any accident, to the making of repairs, alterations or improvements, to labor difficulties, to trouble in obtaining fuel, electricity, service or supplies from the sources from which they are usually obtained for said building, or to any cause beyond the LESSOR'S control.

5. TAXES

5.1: The LESSEE shall be responsible for all taxes attributable to the operation of the campground and occupancy of the Premises.

6. SECURITY DEPOSIT

6.1: LESSEE shall tender the LESSOR a security deposit in the amount of Five Thousand (\$5,000.00) Dollars upon the execution of this Lease, to be paid by a certified check.

6.2: Said security deposit shall be held by LESSOR in a separate interest-bearing account as security for the LESSEE'S performance under this Lease. At the LESSOR'S sole option, said security deposit may be used by the LESSOR to fulfill any of LESSEE'S obligations under this Lease which LESSEE fails or refuses to fulfill, without prejudicing any other remedies available to LESSOR under this lease or at law.

6.3: Said security deposit shall be refunded to the LESSEE, along with accrued interest, at the end of the Lease, minus any and all deductions that LESSOR has made under Paragraph 6.2 above and further subject to LESSEE'S full compliance with the terms, conditions, provisions and covenants of this Lease.

7. USE OF LEASED PREMISES

7.1: The LESSEE shall use the leased premises solely for the purpose of operating a family

campground under the terms and conditions set forth herein.

7.2: The LESSEE will not permit any disorderly conduct on the leased premises.

7.3: The LESSEE shall be solely responsible for any and all costs relating to the operation of the leased premises including, but not limited to, the costs of equipment, materials, supplies, repairs, taxes, licensing fees, attorney's fees, insurance, office supplies, online reservation system fees, sanitation supplies, food service equipment rental, paper supplies, telephone service and printing/advertising costs.

7.4: It is expressly understood by the LESSEE that the LESSOR makes no guarantees or warranties concerning the condition of the Premises, which LESSEE leases from LESSOR "as is."

7.5: Smoking shall be expressly prohibited within structures on the leased premises.

8. COMPLIANCE WITH LAWS

8.1: The LESSEE agrees to conduct its operation hereunder in strict compliance with all laws, bylaws, ordinances, rules and regulations of all federal, state, regional and local authorities as from time-to-time are applicable and the LESSEE will procure and pay for all licenses, certificates and permits necessary for the conduct of its operations or construction hereunder and shall pay all charges assessed under federal, state, regional and local statutes, bylaws, ordinances, rules and regulations insofar as they are applicable.

8.2: Failure of LESSEE to procure and maintain any and all necessary licenses and permits to operate a campground shall render this lease void.

8.3: The LESSEE acknowledges that no trade or occupation shall be conducted at the leased premises or use made thereof which will be unlawful, improper, noisy or offensive, or contrary to any state, federal, regional law or any municipal bylaw or ordinance in force in the Town in which the Premises are situated.

9. HOURS AND DAYS OF OPERATION

Unless subsequently agreed upon in writing by and between the parties, and subject to the terms and conditions of any licenses which the LESSEE may hold, the LESSEE agrees to the following terms and conditions concerning days and hours of operation:

9.1: The LESSEE shall be open for business seven (7) days per week, except that said premises may be closed from _____ through _____.

9.2: The LESSEE agrees that it shall make no changes in the minimum dates of operation without the written consent of the LESSOR.

10. EQUIPMENT, FURNISHINGS AND FIXTURES

10.1: Should the LESSEE determine that, in the conduct of its business under this Lease, it shall need, require or desire to add new or replace worn out equipment within the kitchen, or any other portion of the leased premises, the LESSEE shall request the permission of the LESSOR to place any such equipment on the leased

premises, specifically noting the exact nature and size of the equipment desired together with the cost of installation and maintenance thereof. The cost shall be borne solely by the LESSEE.

10.2: It shall be the responsibility of the LESSEE to provide inventories of any equipment provided by them to the leased premises.

10.3: All equipment provided by the LESSOR with this Lease per the inventory designated in RFP Exhibit E, shall remain the property of the LESSOR. Any equipment provided or purchased by the LESSEE shall remain the property of the LESSEE at the conclusion of the Lease term. The LESSOR shall be consulted prior to the disposal of any LESSOR owned equipment. The LESSEE shall accept the conditions of the equipment in the present condition.

10.4: In the event that any such equipment is damaged or destroyed, regardless of the cause therefore, it shall be the responsibility of the LESSEE to repair and/or replace such equipment. Any such equipment which the LESSEE replaces shall remain the property of the LESSOR upon the conclusion of the Lease term.

10.5: All equipment is required to be maintained in good, safe working order. An equipment repair to a single piece of equipment with a cost exceeding one thousand dollars (\$1,000) shall be presented to the LESSOR in the same manner as a proposal to purchase new equipment.

11. REPAIRS, MAINTENANCE AND OPERATIONS

11.1: The LESSEE has inspected the leased premises, acknowledges that the premises are now in good order, and accepts them in the condition that they are now in.

11.2: The LESSEE shall, throughout the term of this Lease, at its own cost and without any expense to the LESSOR, keep and maintain the leased premises, as delineated in Paragraph 1 herein, in a good, sanitary and neat order, condition and repair, free of debris and any and all other foreign matters; and further, the LESSEE agrees that said area shall be cleared of any such foreign matters of debris immediately as such are, or may be, caused to exist and shall make any and all repairs necessary to keep said premises in a good and satisfactory condition.

11.3: The LESSEE shall not permit the leased premises to be damaged, stripped or defaced, nor suffer any waste.

11.4: The LESSEE shall not overload the electrical wiring serving the leased premises or within the leased premises and will install, at its own expense, but only after receiving the written approval of the LESSOR, any additional electrical wiring which may be required in connection with LESSEE'S business.

11.5: The LESSEE agrees to clean the leased premises on a daily basis or on a more frequent basis should the LESSOR determine that more frequent cleaning is required.

11.6: The LESSEE shall save the LESSOR harmless within the leased premises from all loss and damage occasioned by the use or escape of water or by the bursting of pipes, as well as from any claim or damage resulting from neglect in not removing snow or ice from the roof of the buildings or from the sidewalks bordering upon the Premises so leased, or by any nuisance made or suffered on the leased premises. The LESSEE shall be responsible from any such loss or damage.

11.7: The LESSEE shall provide a written formal sanitation program which meets or exceeds the minimum requirements of all state, federal, municipal or other agencies authorized to inspect campgrounds.

11.8: The LESSEE agrees that it is further understood that the LESSEE shall be solely responsible for maintaining all furniture on the leased premises in a neat, clean and attractive condition at all times during the term, of this Lease.

11.9: The LESSEE shall be responsible for repairing or obtaining repairs on any equipment and facilities located on the leased premises at the LESSEE's expense. The LESSEE shall award and undertake any work undertaken under this lease (including without limitation repair and maintenance items) required by this lease agreement in accordance with all applicable laws and regulations, including without limitation chapters 7C, 30, 30B and 149 of the Massachusetts General Laws, as amended, and all other applicable procurement and bidding laws. Prevailing wage rates as determined by the Commissioner of the Massachusetts Department of Labor and Workforce Development under the provisions of sections 26 to 27G of chapter 149 of the Massachusetts General Laws, as amended, apply to all work undertaken by LESSEE at the Premises.

11.10: It shall be the responsibility of the LESSEE for the repair and maintenance of all electrical and plumbing work that pertains to the function of the campground at the LESSEE's expense.

11.11: It shall be the responsibility of the LESSEE to pump out all the septic cesspools at the end of the summer season, and additionally during the summer as needed and/or as directed by the Wellfleet Board of Health or DEP. The LESSEE shall hire a licensed septic contractor to perform such work at the LESSEE's expense.

11.12: It shall be the responsibility of the LESSEE to clean all bathroom and showers daily.

11.13: It shall be the responsibility of the LESSEE to comply with any determinations made by the Town regarding ingress, egress, safety, sanitation, and security, or impacts to the Premises, or any determinations which may necessitate suspension of the campground services.

11.14: It shall be the responsibility of the LESSEE to provide an online reservation system to campground customers.

11.15: It shall be the responsibility of the LESSEE to submit to LESSOR for approval any payment rate and schedule that will be charged to users of the Premises including without limitation campground customers.

11.16: Upon the written request of the LESSEE or upon the failure of the LESSEE to perform necessary repairs and maintenance, and at the sole discretion of the LESSOR, LESSOR may undertake repair or maintenance of the leased premises. In the event that LESSOR, at its sole discretion, elects to undertake any such repair or maintenance, LESSEE shall bear the full cost for said repair or maintenance, including, but not limited to, the cost for labor and materials. Failure of the LESSEE to pay for the full cost of said repair and maintenance within ten (10) days of being billed for same, shall constitute grounds for the termination of this lease agreement.

12. ALTERATIONS

12.1: The LESSEE shall not make any structural alterations or additions to the leased premises, but

may make non-structural alterations provided the LESSOR consents thereto in writing.

12.2: All such allowed non-structural alterations shall be at LESSEE'S expense and shall be of such quality at least equal to the present construction.

12.3: Any alterations or improvements made by the LESSEE shall become the permanent property of the LESSOR at the termination of occupancy as provided herein.

12.4: No signs shall be installed by LESSEE without the prior written consent of the LESSOR as to the size, type, design and location of said sign. If LESSEE either proceeds without the prior written consent of the LESSOR or installs a sign that does not conform with the specifications approved by the LESSOR, the LESSOR may enter the leased premises to remove any such unauthorized sign and to restore the Premises to their former condition. The LESSOR shall bill the LESSEE for any and all costs incurred in removing any such unauthorized sign.

12.5: The LESSEE shall not permit any mechanics, liens or similar liens, to remain upon the leased premises for labor and material furnished to the LESSEE or claimed to have been furnished to the LESSEE in connection with work of any character performed or claimed to have been performed at the direction of the LESSEE and shall cause any such lien to be released of record forthwith without cost to the LESSOR.

12.6: Prior to the commencement of any nonstructural alterations for which the LESSEE has received the LESSOR'S written approval, the LESSEE shall obtain the LESSOR'S consent as to the date and time of the proposed work to assure that such work does not interfere with any other of the LESSOR'S activities.

13. LIGHTING

13.1: The LESSEE shall, at its sole expense, repair or replace as may be required, all electrical or incandescent light bulbs or fluorescent tubes or other lighting devices located within the leased premises.

14. REFUSE DISPOSAL AND TEMPORARY STORAGE OF RECYCLABLES

14.1: The LESSEE shall be responsible for all disposal and removal of trash related to the operation of the campground. Such responsibility shall include trash disposal and removal from the leased premises. The grounds shall be maintained in a neat and clean condition, free of all debris and other foreign matter.

14.2: The LESSEE shall deposit its trash in a dumpster. The LESSEE shall deposit said trash on a regular basis so that no refuse will be allowed to accumulate so as to constitute a fire or health hazard within the leased premises or to create an unsightly appearance on the leased premises.

14.3: LESSEE agrees to pay charges for a dumpster for trash collection.

14.4: The LESSEE shall provide appropriate receptacles for temporary storage of recyclable materials, including, but not limited to, cans and bottles. Said receptacles shall be appropriately designed and constructed to handle the types of recycled materials stored therein. Containers must be made of rodent-proof material, such as metal or plastic, and of sufficient strength to bear the weight of stored material without cracking or breaking and to resist puncturing by normal deposit of materials.

14.5: Receptacle construction and placement must pose no danger to the public, and shall comply with

all building and fire codes. Receptacles shall be topple proof at full load. Prior to the installation of any such receptacles, LESSEE shall obtain prior written approval for the proposed design and location of said receptacles.

14.6: The area surrounding the receptacles for temporary storage of recyclable materials shall be maintained in a clean and sanitary manner at all times. No recyclable materials shall be allowed to accumulate around any receptacle or to overflow from any receptacle.

15. LESSOR'S ACCESS

15.1: The LESSOR or agents of the LESSOR may, at all reasonable times, enter upon the leased premises for the purpose of access to common areas in and around the leased premises.

15.2: The LESSOR or agents of the LESSOR may, at all reasonable times, enter to view and inspect the leased premises, conduct tests, take measurements and make repairs and alterations as the LESSOR should elect to do and may show the leased premises to others.

16. RECORDS AND REPORTS

16.1: The LESSEE shall and hereby agrees to conduct the business of the campground, to collect all receipts and pay all expenses associated therewith, to maintain all records required by law, and, on a monthly basis, on or before the 10th day of the following month, to turn over to the LESSOR, all records of the reservations, gross sales and expenses of the business in an electronic format acceptable to LESSOR.

16.2: The term "gross sales" is the entire amount of actual funds collected, whether wholly or partly for cash or on credit, of all receipts of all business conducted in or from the leased premises, including all deposits not refunded to tenants at the Premises. There shall be excluded from "gross sales" any sums collected and paid out for any sales tax or tax based upon the sale or sales of merchandise and required by law, whether now or hereafter in force, to be paid by the LESSEE or collected from the tenants, to the extent that such taxes have been added to and included in the gross sales price.

16.3: The LESSEE shall submit to the LESSOR in a reasonable amount of time, not to exceed ninety (90) days following the end of the first twelve months of this Lease, at the place then fixed for the payment of rent, a Review-type Financial Statement and a certification that all taxes, notes and vendor invoices are current, prepared and signed by a certified public accountant and signed by LESSEE, showing in reasonably accurate detail the amount of Gross Sales during the preceding lease year and fractional lease year, if any, and shall submit, in a reasonable amount of time, not to exceed ninety (90) days following the expiration or termination of the term, a like statement covering the preceding fractional lease year, if any.

17. INDEMNIFICATION OF LESSOR

17.1: The LESSOR shall not be liable for any loss, injury, death or damage to persons or property which at any time may be suffered or sustained by the LESSEE or by any person whosoever may at any time be using or occupying or visiting the demised premises or be in, on or about the same, whether such loss, injury, death or damage shall be caused by or in any way result from or arise out of any act, omission or negligence of the LESSEE or of the LESSEE'S contractors, licensees, agents, servants, employees, occupants, sub-tenants, visitors, invitees, guests, or users of any portion of the premises, or shall result from or be caused by any accident, injury or damage or any other matter or thing whether of the same kind as or of a different kind than the matters

or things set forth above, and the LESSEE shall indemnify and save harmless the LESSOR from and against all claims, liability, loss or damage whatsoever on account of any such loss, injury, death or damage during the term hereof in or about the leased premises.

17.2: The LESSOR shall not be liable to the LESSEE or to any other person for any injury, loss or damage to any person or property on or about the demised premises or the building of which the demised premises are a part or the approaches, sidewalks, patios or appurtenances thereto.

17.3: The LESSEE shall save the LESSOR, as owner of the demised premises, harmless and indemnified from and against all loss or damage occasioned by the use or misuse of the leased premises, including but not limited to any loss or damage due to water or any plumbing, heating or cleaning apparatus, gas or electric fixtures, leaking or bursting pipes or otherwise occasioned by any nuisance made or suffered by or from the demised premises.

17.4: This indemnity and hold harmless agreement shall include indemnity against all reasonable costs, expenses and liability incurred in or in connection with any such claim or proceeding brought thereon, and the defense thereof, including reasonable attorneys' fees.

17.5: The LESSEE shall pay to the LESSOR, on demand, for any damage caused to any portion of the leased premises incurred as a result of the LESSEE'S operation, and or occupancy, of the demised premises.

17.6: This Paragraph 17 shall survive the expiration or termination of this Lease.

18. INSURANCE

18.1: The LESSEE shall carry and maintain at its own cost during the duration of the Lease, insurance as specified below and in such form as shall protect LESSEE or the LESSOR, from all claims and liability for damages for personal injury, including bodily injury and accidental death, and for property damage, which may arise from operations under this Lease, whether such operations be by LESSEE or by any subcontractor or by anyone directly or indirectly employed by either of them. Except as otherwise stated, the insurance shall be as follows:

General Liability; Automobile Liability Insurance. LESSEE shall maintain commercial general liability insurance on an occurrence basis insuring against claims and demands for personal injury, including bodily injury and accidental death, and property damage arising out of and in connection with the Premises or LESSEE's use or occupancy of the Premises, which may be claimed to have occurred in connection with the Premises, or LESSEE's use or occupancy of the Premises, and naming the LESSOR as an additional insured, in standard form to afford protection in an amount not less than \$1,000,000 per occurrence and \$2,000,000 in the aggregate, which policy shall include completed operations liability and blanket contractual liability coverage, and which policy must not contain any abuse or molestation exclusion(s). LESSEE shall maintain automobile liability insurance covering owned, non-owned and hired vehicles, at a combined single limit of not less than \$1,000,000 per accident, and excess liability insurance in an amount not less than \$5,000,000 per occurrence, which may be based upon a combination of primary coverage and excess or umbrella coverage. The policies shall name LESSOR as an additional insured and contain a waiver of the insurer's right of subrogation against LESSOR.

Workers Compensation Insurance. LESSEE shall maintain Worker's Compensation Insurance in accordance with the requirements of Massachusetts General Laws Chapter 152, Section 25A as now or hereafter amended, and regulations promulgated from time to time pursuant to said Section 25A, and employers liability insurance at limits of: \$1,000,000 bodily injury by accident – each accident; \$1,000,000 bodily injury by disease – policy

limit, \$1,000,000 bodily injury by disease – each employee. The policy shall contain a waiver of the insurer's right of subrogation against LESSOR.

Liquor Liability Insurance. If any alcoholic beverages are sold or served on the Premises and LESSEE is required to have a license pursuant to Massachusetts General Laws Chapter 138, LESSEE shall maintain a policy of insurance against the legal liability of the LESSEE against loss, damage or expense incident to a claim arising out of the death or injury of any person or damage to any property as a result of negligence in the distribution, sale or serving of alcohol with coverage in an amount of not less than \$1,000,000 per occurrence. The policy shall name LESSOR as an additional insured.

Environmental Liability Insurance. LESSEE shall maintain pollution liability insurance in the amount of \$1,000,000 for each occurrence and \$2,000,000 in the aggregate, covering third-party injury and property damage, including cleanup costs, as a result of pollution conditions arising from LESSEE's use or occupancy of the Premises. The policy shall name LESSOR as an additional insured.

Property Insurance. LESSEE shall maintain a policy of "all-risks" property insurance covering its business personal property, and its alterations and improvements, with the policy limit equivalent to the estimated replacement cost of such property, and the deductible not to exceed the lesser of \$10,000 or 1% of the policy limit, and containing an agreed amount endorsement waiving all co-insurance provisions. The policy shall contain a waiver of the insurer's right of subrogation against LESSOR.

Additional Insured. The general liability, automobile liability, liquor liability (if required) umbrella/excess liability and environmental/pollution liability must list LESSOR, and any party designated by LESSOR as additional insureds. The coverage must be primary and non-contributory to any policy maintained by LESSOR.

Insurance Companies. All insurance required under this Lease shall be issued by insurance companies authorized to do business in Commonwealth of Massachusetts, with a financial strength rating of A- or better and a financial class of VIII or better, as rated in the most recent edition of A.M. Best's Insurance Reports.

Certificates of Insurance. Concurrently with the execution and delivery of this Lease and not less than ten (10) days prior to the expiration dates of expiring policies furnished pursuant to this article 18, certificates of insurance satisfactory to LESSOR shall be delivered to LESSOR. The LESSEE agrees, as a condition of this Lease, to provide at LESSOR's request, a certified copy of said insurance policy(ies).

Notice of Cancellation. Each policy, to the extent obtainable, shall contain an agreement by the insurer that such policy shall not be cancelled without at least thirty (30) days prior written notice to LESSOR.

Blanket Insurance. Nothing in this article 18 shall prevent LESSEE from taking out insurance of the kind and in the amount provided for under this article 18 under a blanket insurance policy or policies that covers or cover other properties owned or operated by LESSEE as well as the Premises; provided, however, that any such policy of blanket insurance of the kind provided for shall specify the limit of the insurance allocated to the Premises, which amount shall not be less than the amount required to be carried by LESSEE.

19. ASSIGNMENT-SUBLEASING

19.1: The LESSEE shall not assign or sublet the whole or any part of the leased premises without the prior written consent of the LESSOR which consent shall be at the sole and unconstrained discretion of the

LESSOR.

19.2: Any attempted assignment by LESSEE without the LESSOR's prior consent shall be void and shall, at the option of the LESSOR, terminate this Lease.

19.3: Neither this Lease nor the leasehold estate of LESSEE nor any interest of LESSEE hereunder in the leased premises or any buildings or improvements thereon shall be subject to involuntary assignment, transfer or sale or to assignment, transfer or sale by operation of law in any manner whatsoever, and any such attempted involuntary assignment, transfer, or sale shall be void and of no effect and shall, at the option of the LESSOR, terminate this Lease.

20. FIRE, CASUALTY

20.1: Should a substantial portion of the leased premises be substantially damaged by fire or other casualty, the LESSOR may elect to terminate this Lease.

20.2: When such fire or casualty renders the leased premises substantially unsuitable for their intended use, the LESSEE may elect to terminate this lease if:

- (a) The LESSOR fails to give written notice within thirty (30) days of intention to restore the leased premises; or,
- (b) The LESSOR fails to restore the leased premises to a condition substantially suitable for their intended use within ninety (90) days of said fire or casualty.

20.3: The LESSOR reserves, and the LESSEE grants to the LESSOR, all rights which the LESSEE may have for damages or injury to the leased premises, except for damage to the LESSEE'S fixtures, property or equipment.

21. BANKRUPTCY

21.1: If a petition shall be filed by or against the LESSEE under the Federal Bankruptcy Act or acts amendatory thereof or supplemental thereto, or if any assignment shall be made of the LESSEE'S property for the benefit of creditors, or if a receiver, guardian, conservator or other similar officer shall be appointed to take charge of all, or any portion of the LESSEE'S property by a court of competent jurisdiction, then, in any such case, the LESSOR lawfully may, immediately, or at any time thereafter, without the need of demand or notice, enter into and upon the demised premises or any part thereof in the name of the whole, repossess the same and expel the LESSEE and remove LESSEE'S goods, equipment and effects without being guilty of any manner of trespass and without prejudice to any remedies which might otherwise be used for arrears of monthly payments or preceding breach of covenant, and upon such entry this Lease shall be deemed terminated.

22. DEFAULT BY LESSEE

22.1: In the event that the LESSEE shall default in the payment of any installment of rent or other sums herein provided for, and said default shall continue for ten (10) days, or if the LESSEE shall default in the observance or performance of any other of the LESSEE'S covenants, agreements or obligations hereunder, and such default shall continue for thirty (30) days after written notice thereof from the LESSOR to the LESSEE, or if the LESSEE shall be declared bankrupt or insolvent according to the law, or shall enter an assignment for the

benefit of creditors, then the LESSOR shall have the right thereafter to enter and take complete possession of the leased premises pursuant to any process required by law and to terminate this Lease and/or remove the property of the LESSEE, without prejudicing any other remedies available under this Lease or at law, for arrears of rent or other damages.

22.2: The LESSEE shall indemnify the LESSOR against all loss of rent and other payments which the LESSOR may incur by reason of such termination during the residue of the term of this Lease or any extension thereof.

22.3: If the LESSEE shall default in the observance or performance of any conditions or covenants on LESSEE'S part to be observed or performed under or by virtue of any of the provisions of this Lease, the LESSOR, without being under any obligation to do so and without thereby waiving such default, may remedy such default for the account and at the expense of the LESSEE. If the LESSOR makes any expenditures or incurs any obligations for the payment of money in connection therewith, including, but not limited to, reasonable attorneys, fees in instituting, prosecuting or defending any action or proceedings, such sums paid or obligations incurred, with interest at the rate of twelve (12) percent per annum and costs, shall be paid to the LESSOR by the LESSEE forthwith as additional rent.

22.4: Failure on the part of the LESSOR to complain of any action or nonaction on the part of the LESSEE, no matter how long the same may continue, shall never be deemed to be waiver by the LESSOR of any of its rights hereunder.

22.5: No waiver at any time of any of the provisions hereof by the LESSOR shall be construed as a waiver of any of the other provisions hereof, and a waiver at any time of any of the provisions hereof shall not be construed as a waiver at any subsequent time of the same provisions. The consent or approval of the LESSOR to or of any action by the LESSEE requiring the LESSOR'S consent or approval shall not be deemed to waive or render unnecessary the LESSOR'S consent or approval to or of any subsequent similar act by the LESSEE.

22.6: No payment by the LESSEE or acceptance by LESSOR of a lesser amount than shall be due from LESSEE to LESSOR shall be treated otherwise than as a payment on account. The acceptance by the LESSOR of a check for a lesser amount with an endorsement or statement thereon, or upon any letter accompanying such check, that such lesser amount is payment in full shall be given no effect, and the LESSOR may accept such check without prejudice to any other rights or remedies which LESSOR may have against the LESSEE.

23. YIELDING UP THE PREMISES

23.1: Upon the expiration or other termination of this Lease, the LESSEE shall yield up and deliver the leased premises and all keys, locks thereto, and other fixtures connected therewith, and all alterations and additions made to or upon the leased premises vacant and unencumbered, clean, neat, and in good condition. All equipment must be clean and operational and facilities clean.

23.2: The LESSEE shall, at the expiration or other termination of the Lease, remove all the LESSEE'S goods and effects from the leased premises (including, without hereby limiting the generality of the foregoing, all signs and lettering affixed or painted by the LESSEE, either inside or outside the leased premises).

23.3: In the event of the LESSEE'S failure to remove any of the LESSEE'S property from the Premises, the LESSOR is hereby authorized, without liability to the LESSEE, for loss or damage thereto, and at the sole risk of the LESSEE, to remove and store any of the property at the LESSEE'S expense or to retain same under

LESSOR'S control or to sell at public or private sale, without notice, any or all of the property not so removed and to apply the net proceeds of such sale to the payment of any sum due hereunder, or to dispose of such property.

24. NON-DISCRIMINATION

24.1: The LESSEE covenants and agrees that it will not exercise or permit its officers, agent or employees to exercise any discrimination against any person because of race, sex, national origin, age, marital status, sexual orientation, disability or religion in the course of its use of the Premises or its operations at the leased premises.

25. NOTICES

25.1: Any notice from the LESSOR to the LESSEE relating to the leased premises or to the occupancy thereof, shall be deemed duly served if left at the leased premises addressed to the LESSEE or, if mailed to the leased premises by registered or certified mail, return receipt requested, postage prepaid, addressed to the LESSEE. Any notice from the LESSEE to the LESSOR relating to the leased premises or to the occupancy thereof, shall be deemed duly served, if mailed to the LESSOR by registered or certified mail, return receipt requested, postage prepaid, addressed to the LESSOR at the address set forth above or to such other address as either party may specify to the other by notice given as provided herein.

26. SEVERABILITY

26.1: If any provisions of this Lease shall to any extent be held invalid or unenforceable, the remainder of this lease shall not be deemed affected thereby.

27. CONSTRUCTION OF LEASE

27.1: This Lease shall be governed by and construed and enforced in accordance with the laws of the Commonwealth of Massachusetts. Certain provisions of the Massachusetts General Laws are applicable to lease agreements, public building improvements and the operation of campgrounds. All applicable provisions of the Massachusetts General Laws are incorporated into the Lease as if fully set forth herein, and shall prevail over any conflicting provisions contained herein.

28. MODIFICATION OF LEASE

28.1: This instrument contains the entire agreement between the parties and supersedes all prior or contemporaneous oral or written agreements, and it may not be modified except in writing and signed by all parties.

29. MISCELLANEOUS OBLIGATIONS OF LESSEE

29.1: If the LESSEE'S operations hereunder cause or in any way bring about an increase in the LESSOR'S insurance premiums covering the Premises, the LESSEE shall pay the resultant increase. Any amounts due the LESSOR under this Paragraph shall constitute additional rent and shall be payable within thirty (30) days notice to the LESSEE.

29.2: The LESSEE shall not, during the term of this Lease, hire or employ on either a full-time or part-

time basis, any employees of the LESSOR regardless of whether such employee of the LESSOR be full-time or part-time employees.

29.3: The LESSEE shall not, without the LESSOR'S prior written approval, refer to the LESSOR in any advertising, letterheads, bills, invoices or other printed matter.

29.4: The LESSEE shall be required during the term of this Lease to take such reasonable security precautions with respect to its operations at the leased premises as LESSOR, in its discretion, might from time to time require.

29.5: LESSEE will have a named manager, such person to be approved by the LESSOR, onsite during the period of campground operations as provided for herein no less than 24 hours a day. For any other periods, the schedule shall be as mutually agreed upon between the LESSEE and LESSOR.

29.6: This Lease incorporates by reference any and all terms and conditions of the Request for Proposals issued by the LESSOR to the extent that they are not fully set forth herein.

30. MISCELLANEOUS OBLIGATIONS OF LESSOR

30.1: The LESSOR shall provide LESSEE with up to thirty-two (32) hours of time with the prior owners of the Premises to obtain information that it deems necessary in undertaking its obligations under this lease. Any amount of additional time that LESSEE desires to arrange with the previous owners of the Premises may be made available at the LESSEE's expense at the rate of \$50 per hour.

30.2: The LESSOR may reasonably respond to LESSEE's questions regarding its obligations under this lease.

30.3: The LESSOR shall review all proposed rate/fee changes submitted by LESSEE in writing and may approve such changes in LESSOR'S sole discretion within eight (8) weeks of the date of receipt of the submittal; provided however that such adjustment in the first lease year shall not exceed ten percent (10%) of the amount of the rate and fees charged at the Premises as of the date hereof, and in each subsequent lease renewal year thereafter such adjustment shall not exceed five percent (5%) of the then-applicable rate and fees charged at the Premises. LESSOR's failure to respond within such eight (8) week period shall not be deemed an approval of LESSEE's submittal.

30.4: The LESSOR shall pay for capital expenditures (see 6-year Capital Plan), and for approved individual repair items greater than \$5,000.

30.5: The LESSOR shall be responsible for the operation of the public water system, and LESSEE shall reasonably cooperate with LESSOR in connection therewith.

30.6: The LESSEE shall be obligated to sublease the twenty-six (26) camper units located at the Premises for use of workforce housing [as described by the RFP]. These units shall remain at the site as of the effective date of this lease. Throughout the term of this lease, LESSEE shall grant each of the

then-previous year's tenants a right of first refusal to continue renting such units for the subsequent year's season.

31. CAMPGROUND RULES

31.1: The LESSEE shall be solely responsible for enforcing all applicable laws, regulations, policies and rules with respect to the Premises, including without limitation the following:

- No pets allowed
- No campfires allowed
- Maximum 4 adults per site
- Quiet hours enforced between 10 PM and 8 AM
- No smoking in structures on premises
- No onsite pump-out of wastewater if the Wellfleet Board of Health requires this.
- No winter storage of boats or vehicles allowed
- Winter storage of privately owned trailers allowed for returning seasonal renters only

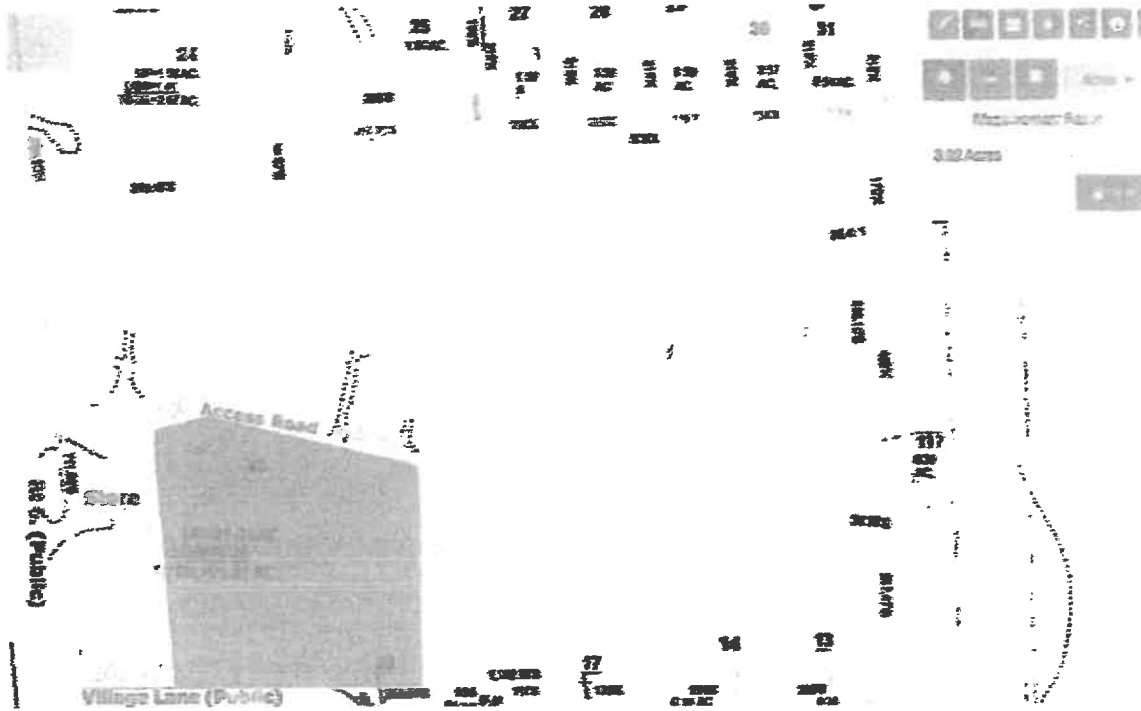
Executed as a sealed instrument this _____ day of _____, 202__.

LESSOR:
TOWN OF WELLFLEET
By its SELECTBOARD

FOR THE LESSEE:

838263/WELL/0001

Appendix A – CPC Restricted Area

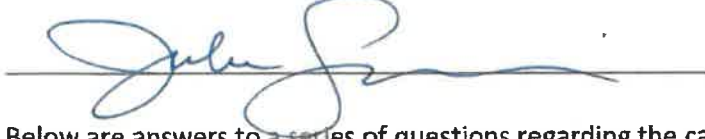


**EXHIBIT J
PREVAILING WAGE SCHEDULE**

838351/WELL/0001

January 23, 2023
ADDENDUM #1
Maurice's Campground Lease

Please sign below acknowledging receipt of this addendum:



Below are answers to a series of questions regarding the campground lease. Attached to this addendum is a profit loss excel sheet that was provided to the Town by the previous owners.

1. What are the historical revenue figures for Campsites, Cabins, Cottages & Seasonal rentals? See attached spreadsheet compiled from information provided by previous owners.
2. What are the historical cost figures for electricity, water, sewer, oil, propane, internet, telephon? See attached spreadsheet.
3. Please explain the "workforce housing" portion of this concession. Who owns the "camper units"? Who maintains the camper units? The camper units are owned by the campground and are leased to local businesses to house their staff. Some trailers are rented directly to staff. The tenants maintain the interior of the units such as cleaning, etc. but the lessee will be responsible to maintain the campers should anything break such as appliance, etc.
4. Are there individual electrical meters for each site? No, 8 central meters throughout the campground
5. Is the sewage tied into the Town of Wellfleet's system or on its own system? No Town sewer, individual cesspools, or septic systems.
6. Is the water tied into the Town of Wellfleet's water system or is it on a well? Well
7. Regarding the "Prevailing Wages", how does Wellfleet classify someone that mows lawns, performs janitorial duties, clerical staff? Cleaning/Janitorial of municipal buildings doesn't fall under the prevailing wage law, Landscaping consisting of grading of soil and installation of trees, shrubs, grass, and other plants on publicly-owned grounds are considered construction of public works to which the prevailing wage law applies. Clerical staff doesn't fall under the prevailing wage law.
8. Are there monies that have been collected for the 2023 season? If there are, what amount of money is there and how will it be handled with the new concessionaire? These funds could be useful when starting up a new concession. No monies have been collected; the lessee will have full responsibility to invoice for the campsites.

January 26, 2023
ADDENDUM #2
Maurice's Campground Lease

Please sign below acknowledging receipt of this addendum:



Below are answers to a series of questions regarding the campground lease.

1. In the RFP it states that there is "1 year-round home" that is a part of the concession. During the visit I believe it was stated that the home is leased for the next 3 years, and the monthly rent is \$850. Please confirm this assumption. **The year-round home is leased for 3-years at \$850/month plus gas utility. The Lessee of the campground will assume management of that rental.**
2. How many of the sites are not currently occupied? **Approximately 20 full hook-up sites, 16 unimproved tent sites, and 45 electric/water only sites.**
3. Is Exhibit A – Lease Payment Form the only information required in the Price Proposal? **Yes**
4. Will the Town of Wellfleet consider a percentage of gross sales in lieu of an annual lease payment? **No, under our tax-exempt status we are not allowed to.**
5. Does the Town of Wellfleet have a schedule for when the lease payment is due or is it expected at the end of the season? **It can be agreed upon but ideally upon execution of the contract (March 1) and then each year at the same time.**
6. In Section VI. C. it states that "Only the price proposal should include the specific information concerning the compensation the Town will receive from the proposer." Yet, in Exhibit B – Non-Price Proposal-Reference Table on page 11 of the RFP it seems like the Lease Payment Form needs to be included in the Non-Price Proposal. Can you clarify this? **Exhibit B section A. should be eliminated. The price proposal should be in a separate envelope. Section 5.A.3 should be followed for instructions on submitting the non-price and price proposal.**

January 31, 2023
ADDENDUM #3
Maurice's Campground Lease

Please sign below acknowledging receipt of this addendum:



Below are answers to a series of questions regarding the campground lease.

1. In the Excel workbook, Maurice-Profit-and-Loss_RFP2.xlsx, on the P & L worksheet it shows Real Estate Taxes in excess of \$20,000 per year. Will the lessee be responsible for this expense?
Please see section 5.1 of the lease in the RFP
2. It appears that the lessee is responsible for 100% of all maintenance. Does that mean if infrastructure systems fail lessee would be responsible for complete replacement utilizing construction labor at prevailing wage or is this limited to \$5000 per maintenance item? Please see section B (page 5) and section 30.4 of the lease within the RFP
3. Could a cap on capital investment be established to control for potentially spiraling costs in the event that *multiple* systems need replacement/major maintenance beyond which lessee is not responsible? Same as above
4. Would the rent be reduced if campground is closed by government order or natural disaster? Please see section 2.4 of the lease in the RFP
5. We have seen it discussed in public meetings that there are septic issues in the campground -- could you help us understand who this might affect or limit operations?
Nothing more than what was already discussed. Please see attached letter from the DEP

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- A.1. Cover Letter / Letter of Acknowledgement
- A.2. This Is Who We Are - Vista Recreation Background, including Key Personnel Resumes
- A.3. Financial Resources, including credit reference.
- A.4. References, list of contacts and recent performance reviews

- B.C. Certification of Good **Faith**
- B.D. Tax Compliance Cert
- B.E. Equipment Provided by Town of Wellfleet
- B.F. Corporate Resolution
- B.G. Proof of Insurance
- B.H. Disclosure Statement Acquisition of Real Property

Cover Letter
for
Maurice's Campground
Town of Wellfleet



Excellence in the Operation of Public Recreation

Submitted by Vista Recreation
A division of RRM-CLM Services, LLC

Financial Office:

*11811 N. Tatum Blvd., Suite 4095
Phoenix, AZ 85028
(602) 569-2333
(602) 569-6225 fax*

Operations Office:

*11811 N. Tatum Blvd., Suite 4095
Phoenix, AZ 85028
(602) 569-2333*



Town of Wellfleet Cover Letter

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February 2023
Rebecca Roughley, MCPPO
Town of Wellfleet

Reference: *Town of Wellfleet Request for Proposals, Maurice's Campground Lease*

Dear Ms. Roughley,

RRM-CLM Services, LLC (dba Vista Recreation) is very pleased to provide this proposal to Maurice's Campground in response to the above referenced Town of Wellfleet request for proposals.

Vista Recreation has a long history supporting public lands and is excited to build a relationship with the Town of Wellfleet under this new contract. We have a team established in this area that are committed to providing the highest possible quality and professionalism. In our proposal, we have introduced some unique and powerful commitments and we have included as an attachment to this letter a brief executive summary of what we are offering.

Thank you for this opportunity and we look forward to a favorable review of our proposal and the award of the next Granger-Thye special use permit for Meeks Bay Resort. Please do not hesitate to contact the undersigned if you have any questions or if we can provide any additional information.

Sincerely,



Warren Meyer
President
RRM-CLM Services LLC
dba Vista Recreation

1. EXECUTIVE SUMMARY

Vista Recreation (referenced herein as “Vista”) owners Warren Meyer and Katherine Groves both have strong connections to the town of Wellfleet from summers there in their youth. This connection to the natural environment and communities of the outer cape led directly to our interest in the Maurice’s Campground. Frankly, without this connection, Vista would likely have not pursued the opportunity.

While investigating the opportunity, we were struck by the pride and civic engagement in the local community and felt that our experience re-envisioning and revitalizing aging campground facilities could be an excellent fit for the project. Our focus here is not for a quick buck on a 3-year lease, but to potentially develop a lasting partnership that turns this project into a combined workforce housing and affordable camping/lodging facility to serve the needs of the community, the workforce, and the visitor industry of the outer cape for generations.



Vista’s focus on operating clean, safe, fun facilities that agencies and local communities can be proud of is truly our core competency. We operate camping, lodging and outdoor recreation facilities with over two dozen government agencies including the U.S. Forest Service, National Park Service, California State Parks, Michigan State Parks, Tennessee Valley Authority, Los Angeles County, and Bureau of Land Management to name a few. Collaborating with government agencies to preserve resources and deliver great outdoor recreation experiences is what we do.

With over 1,000 employees housed on facilities we operate throughout the country; we understand the need to balance staff housing needs with those of our guests and the communities we serve. Policy enforcement, community standards, and cleanliness and safety are at the forefront of our employee housing practices.



Vista Recreation's Lake Hemet Campground Offers Housing for Staff, Seasonal Residents and Campers

In the ***Vista Recreation: This is Who We Are*** section you will see how Vista Recreation uses risk management assessments, safety training, online reservations systems, customer service training, social media marketing, website development, online review systems, staff recruitment programs and much more to operate top tier outdoor hospitality facilities with a variety of agency partners. But it is our ability to re-envision a new life for aging campground facilities and provide government agencies a variety of solutions to recreation and housing solutions that truly sets us apart.



Innovative New Glamping Lodging Options Serve Both Housing and Camping Needs

1.A. Vista Recreation Campground Operations Know How

The *Vista Recreation: This is Who We Are* section goes into granular detail of Vista Recreation locations nationwide and covers the programs/systems we use to generate consistently positive experiences for our guests. Also in *Who We Are*, you will see that Vista’s operations include several locations in New England, including the nationally recognized Dolly Copp Campground in the White Mountain National Forest of New Hampshire.

Summarized briefly below are a small sample of the “know how” and essential tools we currently utilize nationally that we also see as particularly well suited to also employ at Maurice’s Campground:

Paycor National Staffing/Recruiting System: Preseason staffing and training is essential to success particularly in short season destinations and Paycor delivers and fast online platform for recruiting, hiring, payroll and managing staff.



Campspot Property Management and Online Reservations System: Vista has over 10 properties deploying the new industry leading Campspot system. Selected primarily for its smooth and customer friendly online booking experience, Campspot has a host of great marketing advantages like Campspot Marketplace (campsite marketing similar, a seamless integration with Booking.com, automated guest communications and much more.



Campspot property management and online reservations would be a natural choice to quickly bring Maurice’s Campground into the top tier for online reservation and property management systems.



SQUARESPACE

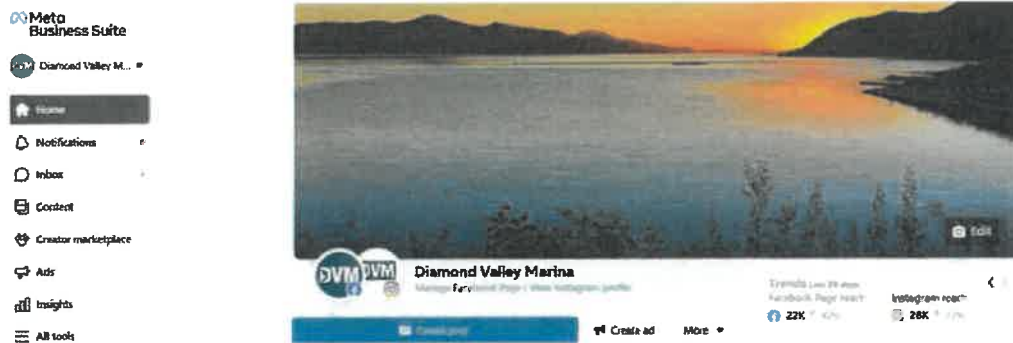
Website Development with Squarespace: The Vista Recreation marketing team has used several platforms for website development, but for quickly developing a visually appealing, feature rich website for Maurice’s, our webmaster would likely utilize Squarespace.

Review Tracker Online Review Management System: Vista Recreation executive management utilizes Review Tracker daily to monitor guest feedback companywide. We highly value this unsolicited guest feedback on our operations and for company owner and CEO Warren Meyer, reviewing guest feedback is the first thing he does upon arriving at the office.



Quality Still Images, Video and Drone Photography: Compelling stills and video are now the foundation of website, online and social media marketing in outdoor recreation. Vista Recreation would utilize inhouse and local freelance photography talent along with our DJI Mavic 3 drone to capture quality images that capture a genuine Wellfleet and Maurice’s sense of place for marketing communications promoting the facility.

Meta Business Suite: The gold standard for managing social media giants FB and Instagram, Vista Recreation relies on Meta Business Suite to track social media budgets, plan posts, and engage with guests.



Sprout Social: An essential tool for analyzing social media messaging for effectiveness and engagement. As the largest operator of campgrounds on public lands in the nation, our social media director relies on timely social media data and metrics as a key business monitoring and planning tool.



MailChimp / iContact Email Marketing Systems: Vista utilizes both iContact and Mailchimp for marketing email communications to guests as well as guest and employee satisfaction surveys.



With well over 200,000 guest emails in our private database, we can immediately deliver a targeted email marketing push to any new Vista properties.

Vista Recreation Manager in Training (MIT) Program: Our proprietary program for developing management talent inhouse for placement throughout the company. For Maurice's Campground, this means we have a deep pool of qualified managers to choose from for both daily oversight of the facility and for the transition team we bring in to jumpstart new operations.

2. RE-ENVISIONING MAURICE'S CAMPGROUND



While the process of re-envisioning any facility begins with stakeholder meetings and planning sessions, Vista Recreation has navigated these waters successfully on multiple occasions. We can bring a formidable team of campground, outdoor recreation, and lodging industry professionals together and along with town leadership and the local community, we have the experience and resources to sketch out a vision for success that delivers the seasonal housing, affordable visitor lodging, camping and retail store operations to meet the needs of the town of Wellfleet and its residents.



Vista Crew Renovating Tennessee Valley Authority's Skull Island Campground That Had Been Abandoned for Nearly a Decade

We imagine that process could be comprised of discussions and planning sessions on many of these topics:

- **Housing/Lodging Unit Selection Discussions**
- **Removal/Replacement Timeline**
- **A Discussion About Facility Rebranding**
- **Electric Vehicle/Bike Charging Stations**
- **Flexibility in Allocations of Lodging Units from Guests/Seasonal Workforce**
- **Discussions on Affordability Considerations and Diversity of Lodging Offerings**
- **Appropriate Recreational Amenity Selections**
- **Retail Store Considerations for Guests, Monthly Residents and the Community**
- **How Best to Partner with Local Destination Marketing Organizations**
- **Considerations for Equity, Diversity and Inclusion**
- **Planning for Future Generations Use of the Facilities**
- **Environmental and Renewable Energy Planning**



Like Virtually All Older Campgrounds, Facilities at Maurice's Could Use Modern Updates

The inescapable deterioration of RV trailer lodging units, especially those kept outside through harsh New England winters will likely soon lead the facility to a crossroads on how best to accommodate a seasonal workforce and leisure guests in the future. Extremely durable, energy efficient, and weather resistant park model cabins, modular cabins and destination trailers are all possibilities worthy of consideration in discussions on the path forward.



Destination Trailers at Vista's Barton Springs Tennessee Location in Partnership with the Tennessee Valley Authority

Aesthetic considerations, Wellfleet community standards, and affordability will likely also be factors driving decisions on long term plans for Maurice's Campground. Vista Recreation operates dozens of park model cabin, glamping, residential and seasonal/monthly facilities in partnership with a variety of government agencies under a variety of business arrangements. We would welcome an opportunity to share that expertise with the town of Wellfleet as participants in the process of re-envisioning Maurice's Campground.



Michigan State Parks/Vista Recreation Partnered Cabin Facility Could Be a Model for the Future at Maurice's Campground.

3. RETAIL OPERATIONS EXPERIENCE



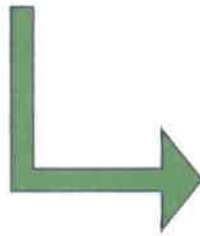
Vista's Rustic Honeycomb Campground Retail Camp Store in Alabama

Vista Recreation operates a variety of camp and marina stores throughout the nation for agencies that often have very different priorities. Clearly, serving the needs of guests and local residents in South Wellfleet would be the main focus when planning the product mix at Maurice's retail location. Exploring the business viability of year 'round retail store operations is also worth examination.



Vista's campground/marina store at Katherine Landing Arizona operated in partnership with the National Park Service.

In addition to our focus on clean, well-stocked camp store staples, Vista also has a wealth of experience sourcing environmentally sustainable products, healthy food options and local products for agencies like the National Park Service.



Before/After Images at a Vista Retail Renovation in Partnership with LA County Parks & Recreation

The town of Wellfleet understandably does not need another t-shirt shop, but items that represent the outer cape community could certainly be added to the mix of traditional retail camp store offerings.



Well stocked, clean, and bright are key elements of a Vista retail operation.

4. FOOD AND BEVERAGE FACILITY OPERATIONS



Prepared food and beverage offerings at Vista Recreation locations tend to focus on limited menus of regionally popular favorites. In addition, grab and go items tend to help fill the immediate needs of traveling guests looking for quick, simple and fresh meals and snacks. Once again, agency priorities for healthy options, reduced packaging, recyclability and composability are often guiding factors in menu and food selections.



Vista Recreation Mid-Century Modern Style Waterfront Café

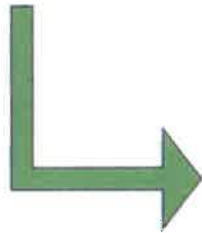
Many Vista locations serve long term guests, seasonal residents and locals who utilize our food and beverage locations regularly for quick meals on the go. But whoever the guest is, our focus is always the same, serving fresh, visually appealing food in clean and safe locations.



Grab & Go and Freshly Prepared Offerings at Vista's Lake Chabot Marina Cafe

5. LODGING FACILITY OPERATIONS EXPERIENCE

As outlined in detail in the *Vista Recreation: This is Who We Are* document, operating camping locations, RV resorts, cabin facilities, small resort hotels and lodges are a core competency for Vista Recreation. And our experience planning and coordinating renovations and developing new business plans dedicated to turning around a failing outdoor recreation/hospitality business are often the driving forces behind our agency partnerships.

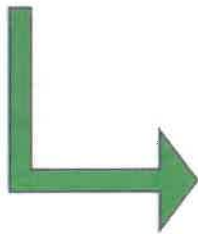


Before/After Images of a Vista Guest Room Renovation in Arizona



Vista Glamping Locations Near Idyllwild California and Huntsville Utah

In the red hot “Glamping Experience” sector of outdoor hospitality, Vista’s experience with a variety of glamping style accommodations means we can help design, plan and build out new lodging options to suit both leisure travel guests and long term stay markets.



Before/After Images of Guestrooms Re-Envisioned/Renovated by the Team at Vista Recreation

6. POTENTIAL FOR A LONG-TERM PARTNERSHIP WITH TOWN OF WELLFLEET



Private sector business requirements can be very different than priorities for a municipality seeking to manage public resources and work to improve quality of life for their community. Vista Recreation understands these differing priorities and can be flexible adapt business priorities to align with the long-term goals of the town.

To be up front and transparent on needs for a long-term partnership to re-envision and renovate Maurice's Campground, outlined below are some of the key topics a partnership discussion between the town of Wellfleet and Vista Recreation might include.

Long Term Vision: A clear understanding of town of Wellfleet priorities with input from town leadership and community stakeholders.

Term: Generally, a term of 20+ years is required when making long term investments in infrastructure. Is the length of this term in line with town priorities?

Deferred Maintenance/Replacement Review: An overview of deferred maintenance throughout the facility and related repair/replacement/disposal costs.

Outline of Business Interruption Process: Adjustments to lease/revenue share agreements when natural occurrences or other “act of god” circumstances interrupt normal business operations.

A Better Understanding of MASS DEP Requirements for Wastewater System Connection: Fact finding discussions with MassDEP staff to understand agency goals and timelines (and associated costs) for eventual connection to a wastewater treatment system.

Prevailing Wage Requirements for Repair/Maintenance of Existing Facilities: Do prevailing wage requirements make upgrades/upkeep costs of facilities unrealistic for the business?

Well Water Testing and Long-Term Viability of Well Water for Facility: Will the well system serve the facilities needs into the next decade and beyond?

Detailed Inspection Report on Condition of All Facilities/Assets: A complete review of facility buildings and infrastructure and how these assets fit into the long-term vision for the campground.

In summary, Vista Recreation has the experience and expertise to partner with the town of Wellfleet to change the direction of Maurice's Campground, in accordance with the needs of the community, for the long-term benefit of local businesses, residents, and visitors alike.



* * *

Thank you again for this opportunity to bid. Please contact me at 602-569-2333 with any clarifications.



Warren Meyer
President & Owner
RRM-CLM Services LLC
dba Vista Recreation



This Is Who We Are!

Vista Recreation Background & Capabilities

Excellence in the Operation of Public Recreation

Submitted by:

Vista Recreation, Inc.

A division of RRM-CLM Services

11811 N. Tatum Blvd., Suite 4095

Phoenix, AZ 85028

(602) 569-2333

(602) 569-6225 fax



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This is Who We Are!

Vista Recreation wishes to provide our “This is Who We Are!” section for the convenience of the reviewers. This section is a summary of the experience and capabilities, structured to highlight the benefits of awarding special use permit/contract areas to RRM-CLM Services, LLC (dba Vista Recreation).

1. Company Overview & History

In 2020, two leaders in the private operation of public recreation areas – Recreation Resource Management (RRM) and California Land Management (CLM) – merged into a single company named RRM-CLM Services, later renamed to Vista Recreation, Inc. Since then, Vista Recreation has grown to include the companies formerly known as ProSport, Inc. and Basecamp Hospitality. This new combined company was conceived as an outdoor recreation management company capable of providing the full range of services required to operate public recreation facilities on public lands. With a greater depth of expertise and expanded financial resources, RRM-CLM Services, LLC, hereinafter referred to as Vista Recreation, is in a stronger position to help public entities solve larger and more difficult recreation and land management challenges.

Vista Recreation is now one of the largest and most active concessionaires for public agencies in the country. We currently operate over 520 great public campgrounds and recreation areas across the country and serve over 10 million visitors a year. In 2022, we will have over \$35 million in revenues with nearly a thousand employees at our summer peak. And every dollar we spend and every person we employ is exclusively dedicated to public recreation, mainly campgrounds and day use areas – *we do nothing else.*

With the resources from the combined mergers, Vista Recreation is uniquely able to guarantee the most knowledgeable corporate staff and, more importantly, local field managers and staff in the industry. Vista Recreation contracts with various USFS campground concessions, stores, marinas, and restaurants. Vista Recreation is a Subchapter-S Corporation headquartered in Phoenix, Arizona and maintains regional headquarters in California, Washington, Tennessee, Michigan, and Utah. Our philosophy is to keep our corporate staff lean, with over 99% of our employees located right on our permits and interacting with customers every day. Our managers are expected to be available to handle problems 24/7 and keep a high profile in the local community.

1.A. Philosophy and Mission

We know we are operating public – not *private* – assets. We have been professional outdoor recreation service providers for 40-plus years. Our purpose in continuing to pursue this business remains as strong today as it did when we entered this field of work. That is the pride and the integrity of providing the highest-quality recreational experience to the public.

Managing recreation on public lands is literally all we do. This presents its own unique challenges and rewards not often encountered at privately run facilities. To this end, we have over 1,000 contract-years (over 800 permit-years in the US Forest Service) experience managing public recreation areas. We currently operate over 500 campgrounds and recreation areas, making us the largest such operator in the country.

“Making great memories while caring for the public lands.”

Operating public campgrounds is fundamentally different than running a campground on public land. While the necessity to provide a great experience at a good value to visitors is the same, an operator on public lands has to be aware of and satisfy a much broader array of demands – for resource protection, for fair access, for education and interpretation, and, in general, for helping to support partner agency goals. We see our company’s mission in three parts:



- ❖ *Providing the public with outstanding recreation services* – Providing consistent outstanding guest service over a period of years, not to mention decades, cannot rely on just one good person. Instead, we have focused on building processes and procedures for all our staff, focusing on excellent guest service and resource management that delivers consistent guest experience as well as continuous resource improvement. While our operating experience is extensive, we still remain a family-owned business and recognize the value of treating our team and guests as important members of that family.
- ❖ *Protecting the environment, and in particular managing the environmental impact of recreation* – First and foremost, we recognize our responsibility as stewards of the natural, historic, and cultural resources of the Forests in which we are entrusted and are committed to providing a level of care that honors those resources.

Vista Recreation is dedicated to not just meeting but exceeding all environmental regulations and other requirements in order to preserve and protect the unique environments and precious resources where we operate while allowing our customers and future generations to experience the wonder and serenity of the National Forests and all public lands. We regularly establish and review objectives and targets based on our commitment to environmental sustainability.

We are making continuous improvements and investments in our National Forests and public lands to reduce our environmental footprint. Examples of our investments include a goal of complete tool and fleet electrification by 2030, a goal of 50% trash reduction company wide by 2025 and an aggressive purchasing program focused on buying local and environmentally sustainable products.

We have complete transparency with our agency partners, sharing all relevant incident reports as well as guest reviews – both the bad ones as well as the good ones.

Agency employees have access to anyone in our company at any time, right up to our Chief Executive Officer and owner.

- ❖ ***Promises to Our Employees*** – In most campgrounds we have a unique labor force of often retired couples who provide outstanding customer service. In return, we seek to provide them with a rewarding experience in the outdoors.

In an industry that is often surprisingly casual in its labor compliance, we are rigorously compliant with State and Federal labor law.

We have an extensive safety program to make sure our employees remain safe and healthy.

As a family-owned business, we place a great deal of emphasis on fun and teamwork. All managers are provided a budget that is to be used solely for the purpose of showing appreciation to our teams and solidifying those family bonds.

We deliver on our promises. Vista Recreation is committed to providing high-quality services to the public and to all our agency partners. We have dozens of contracts and almost every one of those have been re-awarded in competitive bidding multiple times, because we do what we promise in our operating proposals. We consider our permits and concession contracts a solemn commitment to the public and to our agency partners to provide the promised services. Never in our 40-year history have we walked away from a contract before it has expired. In fact, on multiple locations we have stayed with money-losing permits and contracts and continued to provide a high level of service because our reputation is important to us.

1.B. Executive Leadership

The Vista Recreation executive management team brings 40 years of experience working in partnership with the U.S. Forest Service and other agencies successfully managing campground and related Granger-Thye concessions. Our corporate structure supports our local operations management teams and provides all staff with in-depth training, professional uniforms and equipment, and the financial capacity to accomplish U.S. Forest Service Granger-Thye projects.

Our management has diversified to meet the changing requirements and opportunities that are available in some concessions today. During the peak summer season, Vista Recreation employs over 1,000 employees who are managed by over eight Regional Directors and 50 Operations Managers. Following is a simplified version of the Corporate Support Organizational Chart that will be in place for this contract area:

- ❖ *Keeping public recreation open in a time of mounting government budget cuts* – Too often public recreation is near the top of the list for cuts whenever legislatures squeeze budgets. We see it as our mission to give government a third choice: to keep quality public recreation opportunities available under private management while still meeting fiscal goals. When we first started our business, the public need was more narrowly focused around cost containment. Today, however, agencies find themselves with new challenges; aging campground infrastructure that might have been designed in the 1930s no longer meets the recreation needs of an increasingly diverse camping community. We are working with agencies throughout the country to help make new investments to keep the outdoors and public lands relevant to rapidly changing demographics.

Everything you will see in this overview reflects our extensive experience of how to deliver on this mission.

1.A.1. Promises & Commitment

It is our experience that some companies, even large and famous ones, are extremely good at making promises in their bids but not so good at making sure these promises are fulfilled. At Vista Recreation we have a dedicated *Operational Excellence Department* headed by our most experienced operation managers whose purpose is to make sure we fulfill our promises:

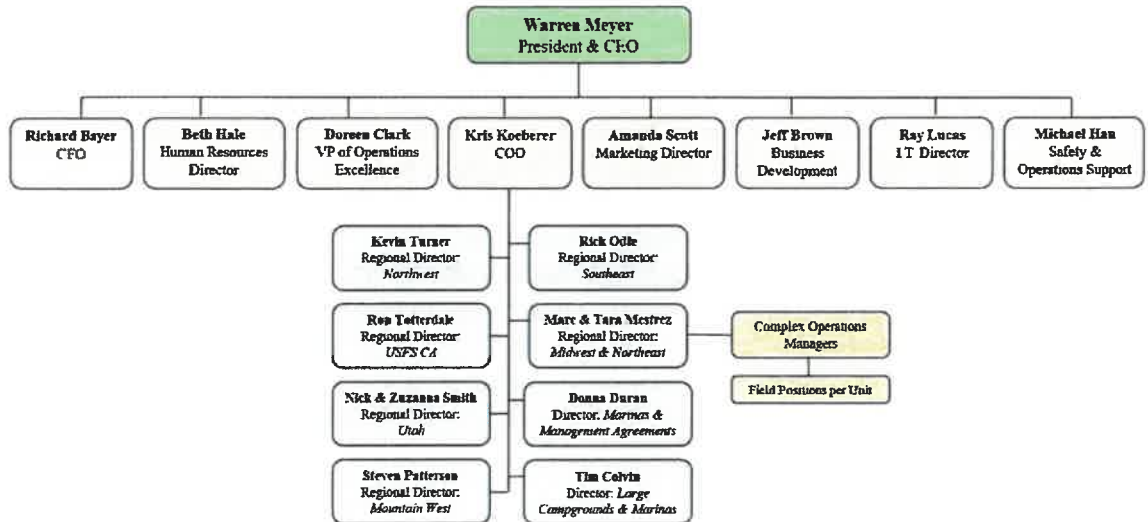
- ❖ *Promises to Our Guests* – Every morning our Chief Executive Officer and our executive team begin their day reviewing every new guest review and following up on any review receiving three or less stars. Our philosophy is that it is OK to make mistakes as long as we learn from them and continuously improve.

We have “secret campers” that visit the campgrounds we operate to evaluate our performance.

We train every employee in guest service and recovery. Our goal when we do not meet or exceed our guests’ expectations is simply not to make it right but to make it better. Nothing is more valuable than turning an unhappy guest into a fan for life. Every employee is empowered to do whatever is necessary to correct a situation without prior approval.

While some companies may say good things about respecting human differences, diversity has literally been our engine of growth over the last five years. Camping and outdoor recreation visitation has skyrocketed, and most of this new visitation has come from new ethnicities, new age groups, and new demographics. We see it as our duty to make every guest feels comfortable and safe when staying at our facilities whether that is providing signage in their native languages or focusing our hiring on individuals who speak multiple dialects, we keep inclusiveness at the forefront of everything we do.

- ❖ *Promises to Our Agency Partners* – We have an extensive inspection process to confirm that what we are doing on the ground matches what is in the operating plan.


Vista Recreation, Inc.
Corporate Support


Corporate Officers Description of Experience

We have provided a brief overview of our executive leadership in the following leadership summaries to illustrate the depth of experience and commitment to the success of every permit and contract we undertake. Nearly everyone on this list has over 15 years of experience in campgrounds and hospitality, and a decade or more of experience in recreation concessions on public land.

Warren Meyer – President, Chief Executive Officer

Warren Meyer has been the President and Owner of Vista Recreation (formerly Recreation Resource Management) since 2003 and is actively engaged in all aspects of the company’s daily operations. He is an executive of the National Forest Recreation Association and on the board of the California State Parks Hospitality Association.

Before acquiring RRM in 2003, Warren ran a series of technology companies in the Pacific Northwest. Prior to that, Warren ran marketing and sales for a number of companies, including the aerospace divisions of Honeywell and Allied Signal, and the instrumentation divisions of Emerson Electric. He also spent five years as a consultant for McKinsey and Company, and began his career as an engineer at Exxon. Warren earned a BSE in mechanical engineering, graduating magna cum laude, at Princeton University, and also an MBA with high distinction from the Harvard Business School.

For purposes of our special use permits and contracts, Warren is responsible for all financial reports, submittals, and special use permit/contract issues. He is also always available personally to the permit/contract administrator to resolve issues, and he personally investigates every

customer complaint. Warren oversees all aspects of the company, including Business Development, Construction Development, Marketing, Finance, and Operations.

Katherine A. Groves – V.P. of Marketing and Special Projects

Ms. Groves focuses much of her time on our management development program. Vista has a proud history of promoting entirely from within, which means that every one of our managers and even our VP of Operations Excellence began as camp hosts. This creates considerable benefits in knowledge and loyalty but creates challenges in management development.

Kate has an MBA from Harvard Business School and a BA in Psychology from Vassar College. Much of her career is in marketing, but she became interested in management development when she was asked to run a program at PepsiCo to get more women promoted into management.

Additionally, Ms. Groves is responsible for generating new marketing and public relations programs, managing employee recognition, and coordinating administrative activities. Kate supports the CEO for each department.

Kris Koeberer – Chief Operations Officer

As COO, Kris oversees the daily operations of Vista Recreation which employs nearly 1,600 staff during peak season across the country. Throughout his career, Kris has successfully managed numerous facilities—including Lake Chabot Reservoir in Castro Valley and Angel Island State Park in San Francisco Bay—running everything from catering, transportation and staffing to tours and logistical support. Kris oversees all Regional Operations Directors for Vista Recreation.

Prior to joining the company in 1995, Kris worked at ARAMARK Corporation, where he applied his facility management and hospitality experience at professional sports stadiums, major urban convention centers, and fine dining facilities for groups up to 100,000.

In his free time, he enjoys backpacking, kayaking and exploring many of the amazing locations Vista Recreation has the honor and privilege of operating. Kris holds a Bachelor of Science in International Relations from California Polytechnic State University, San Luis Obispo, and has completed training in Financial Analysis at the Center for Executive Development at the University of California, Berkeley.

Richard Bayer – Chief Financial Officer

Richard brings a wealth of “hands-on” financial and operational experience to Vista Recreation. He is responsible for planning and coordinating the company’s accounting process, including accounts receivable, accounts payable, and payroll. His direct responsibilities include establishing business measurement systems and integrating them into the infrastructure to produce accurate and timely financial statements, maximize efficiencies, control costs, boost revenues, and manage change. In addition, he is responsible for identifying and recommending operational and process

improvements to guide the business decision-making. Richard oversees the Payroll and Accounting departments for Vista Recreation.

Elizabeth Hale – Director of Human Resources

Ms. Hale joins Vista Recreation with over 20 years of human resource and risk management experience. She is responsible for employee relations, training, compliance, and management of our safety program. She is overhauling our hiring, onboarding, payroll, training, and employee relations processes by implementing a modern, integrated cloud-based system. Beth oversees the HR Department, which includes the following positions: Employee Relations, Compensation and Benefits Coordinator, and HR Generalists. Her experience includes leading employee relations for a multi-state grocery chain with 18,000 employees and 170 stores. We managed to entice her away because she loves the outdoors and camping.

Beth drives compliant and consistent practices in all employment-related areas, including hiring, background screening, onboarding, talent management, and separations of employment. She also ensures Vista Recreation is current with existing, new and changing employment regulations and requirements at the local, state and federal level. Ms. Hale implements training initiatives to address appropriate safety practices, harassment prevention and soft skills development, and takes lead in management development training. As Director of Human Resources, Beth improves morale and drive employee engagement through the delivery of reward and recognition programs and ensures appropriate recordkeeping and retention requirements are met.

Jerry & Doreen Clark – Directors of Operations Excellence

Jerry and Doreen Clark serve as our Directors of Operations Excellence. They are skilled administrators with many years camp hosting and almost two decades managing permits and contracts for Vista Recreation. Between them, they have over four decades of management, maintenance, security, and safety experience. Before becoming head of operations, Jerry and Dori also served as Area Managers for Vista Recreation on the Coronado National Forest, on the Coconino National Forest, on the Ocala National Forest, and of a very large campground and marina complex with the United Water Conservation District in Ventura County. Jerry Clark has a level 2 water operator license in both the State of California and the State of Arizona. Dori supports the COO and Regional Operations Directors in all aspects including compliance and safety.

1.B.1. Resumes of Business Owners

Warren Meyer

2002- Present **RRM-CLM Services / Recreation Resource Management / Vista Recreation**
Owner and CEO

2000-2002: **Mercata, Avolo, and Whitepages.com** **SEATTLE, WA**
Executive VP, COO, CEO (respectively)

Led strategy, customer service and day-to-day operations for three technology companies.
Managed organizations of up to 60 people

1998-2000 **HONEYWELL (Formerly AlliedSignal)** **PHOENIX, AZ**
Vice-President - Marketing & E-Business

Led marketing activities in the Engine business and later the entire \$4 billion Commercial Air Transport Business. Worked to improve organization and customer service, while leading strategic transformation. Managed marketing organization of 30+ professionals.

1994-1998 **EMERSON ELECTRIC** **BOULDER, CO**
Senior Vice-President

Led strategic and operations planning for a \$13 Billion, Fortune 50 corporation. Later, managed sales and marketing for \$500 million division of Emerson selling precision measurement devices.

1989-1994 **MCKINSEY & COMPANY** **DALLAS, TX**
Senior Engagement Manager

Led operations, strategy, and customer service studies for a leading management consulting firm. Served Fortune 500 companies in banking, health care, transportation and mineral extraction. Included experience developing a business to manage government assets (e.g. foreclosed real estate held by FDIC) on a private outsourced basis.

1984-1987 **EXXON CO. USA, BAYTOWN REFINERY** **BAYTOWN, TX**
Refining Engineer

Troubleshooter and Construction Project Manager

Education & Other

1989 Harvard Business School Boston, MA

MBA with High Distinction (Baker Scholar). Ford, Loeb, Wolf Awards

1984 Princeton University Princeton NJ

BSE in Mechanical Engineering, magna cum laude

National Forest Recreation Association, President.

Board member, **California State Parks Hospitality Association**

Phi Beta Kappa, Sigma Xi, and Tau Beta Pi Honor Societies

Kate Groves

Small Business:

RRM-CLM Services / Recreation Resource Management / Vista Recreation (2003-Present)
Corporate Secretary for Vista Recreation. Business that privately operates over 150 public parks and campgrounds in 11 states. Currently responsible for manager training and pairing strategic corporate growth with manager development and preferences.

KATE GROVES CREATIONS (2005-2011)

Created a line of handmade knit handbags for retail and online at **kategroves.com**. Won Fashion Group International Rising Star Designer accessory award in 2005. Developed knitting patterns for handbags that can be purchased online for **ktbagpatterns.com** and at other online stores. Designed and wrote knitting patterns for handbags for “**Love of Knitting**” Magazine for Holiday, Spring, and Summer issues of 2009.

Corporate Experience:

FRITO-LAY, INC. DALLAS, TX

Human Resources Consultant (1994-1996)

Worked part-time developing programs to help women in business at Frito-Lay. Worked directly for highest ranking woman at Frito-Lay to develop mentoring and networking programs as well as to coordinate and run quarterly meetings for 80 women.

Marketing Brand Management Product Manager (1989-1994)

Worked on various Frito Lay products in brand management for SunChips, Doritos, Ruffles, and Tostitos brands. Responsibilities included new product development, promotion, advertising, and packaging. Products ranged in size from sales of \$1.3B brands to \$150MM. Supervised staff of two associates.

CITICORP NEW YORK, NY

U.S. Card Products Assistant Vice President (1983-1987)

Created and implemented strategies for promoting Citibank Financial Account investment and banking products through direct mail to targeted consumers. Analyzed and designed new business ideas for Citicorp Mastercard and VISA to meet untapped credit market opportunities. Oversaw redesign of new statement. Supervised one staff member.

Education:

Harvard Business School, Boston, MA (1989) M.B.A.

Vassar College, Poughkeepsie, N.Y. (1983) B.A. with honors in Psychology

Personal:

Ballet Arizona Board member (2010-2014)

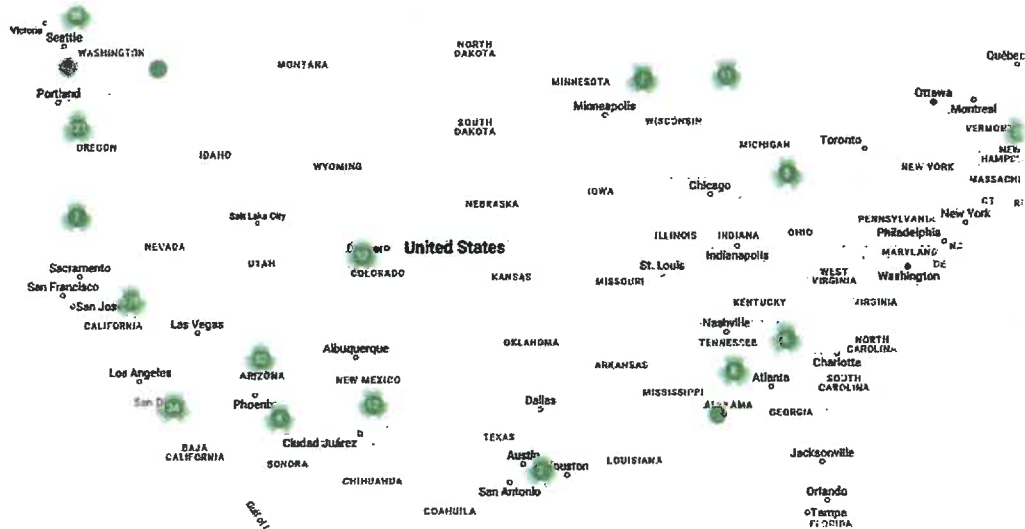
Chair Ballet Arizona Prima Circle Committee (2014-present)

Fashion Group International Arizona Board Member (2006-2009).

2. Experience and Breadth of Operations

Vista Recreation currently operates over 30 concession contracts with six different public authorities in 16 states. Each contract may include between 1 and 50 facilities.

Below is a graphical summary of the locations where we currently hold permits and contracts:



Vista Recreation Locations: Shown in the above graphic is where Vista Recreation currently holds campground management and other hospitality contracts throughout the United States.

2.A. Service Models

While our relationship with recreation agencies is nearly infinitely customizable, there are essentially three models for our services:

- ❖ ***Focus on Operations*** – In these contracts, our main role is turnkey operation of the recreation area. Typically, these are under shorter contracts of five to fifteen years. Because of the shorter terms, our partner generally retains responsibility for major capital maintenance though we may perform this maintenance for them under a cost-plus reimbursement mechanism. We invest in our own equipment (trucks, mowers, carts, boats, etc.) but not in the facilities themselves, e.g., U.S. Forest Service concession permits and TVA dam campgrounds.
- ❖ ***Rehabilitate and Enhance*** – In these contracts, we take on our usual operations role, but also take responsibility for capital maintenance and facility improvement. Typically, these are longer contracts, from 19 to 30 years. We invest to refurbish deferred maintenance as well as to add new facilities such as campsite utilities, stores, docks, laundry rooms and

even whole new camping loops – all with the full pre-approval of plans and designs by our partnering authority, e.g., TVA easements and Lower Colorado River Authority.

- ❖ ***Cabins and New Amenities*** – In these contracts, we do not take over the operation of a recreation area, but instead are leased a small area to install cabins. We purchase and install cabins of whatever type our partnering agency desires, and then operate these cabins for an agreed period of time, paying a concession fee and turning over ownership to the agency at the end of the contract, e.g., Michigan, California and Alabama State Parks.

2.B. Our Partners

Vista Recreation has worked with a great many recreation agencies including, but limited to, the following:

- U.S. Department of Agriculture, U.S. Forest Service
- U.S. Department of the Interior, National Park Service
- U.S. Army Corps of Engineers
- Tennessee Valley Authority
- State parks in Arizona, Alabama, California, Michigan, and New Hampshire
- City agencies including Cupertino, Menlo Park, Milpitas, Mountain View, Palo Alto, San Mateo, and Sunnyvale, all located in California
- County governments including Coconino County (Arizona), Inyo County (California), and Placer County (California)
- Public utility districts including Lewis County Public Utility District (Washington), the Lower Colorado River Authority (Texas), Tahoe City Public Utility District (California), and the United Water Conservation District (California)
- Private utilities including PG&E and Southern California Edison
- Peninsula Open Space Trust and other nonprofit entities.

Vista Recreation currently holds contracts and permits in **16 states**, as far west as California, as far east as Maine, and as far north as Wisconsin, Minnesota and New Hampshire. Within these 16 states we hold **63 permits and contracts**, with 26 being U.S. Forest Service special use permits.

2.B.1. Our U.S. Forest Service Partners

Presented below in Figure 2 is a list of the **26 U.S. Forest Service** Granger-Thye special use permits currently held by Vista Recreation at the time this proposal was prepared. Vista Recreation encourages the permit administrator to call any of these contacts and discuss their experience working with our company.



*U.S. Forest Service Granger-Thye
Special use permits currently held by Vista Recreation
(6 Pages)*

Client Name (National Forest)	Recreation Sites	Dates	Facility Type	Number of Locations	Number of Employees	Annual Gross Revenues	Administrator
Arizona							
Coronado National Forest, Arizona	Catalina Mountain Complex	2017-2026	C, D	4	18	\$396,000	Alysa Hansen Coronado National Forest 300 West Congress St. Tucson, Arizona 85701 520-388-8432 alysa.hansen@usda.gov
Kaibab National Forest, Arizona	Jacob Lake & DeMotte Recreation Areas	2012-2021	C, D	3	10	\$203,000	Randall Walker Kaibab National Forest, North Kaibab Ranger District 430 South Main Street Fredonia, Arizona 86022 928-643-8130 randall.walker@usda.gov
Tonto National Forest, Arizona	Payson Recreation Complex	1995-2021	C, D	7	21	\$415,000	Clint Randall Payson Ranger District 1009 E. Highway 260 Payson, Arizona 85541 928-474-7900
California							
Cleveland National Forest, California	Laguna Mountain Recreation Area	2013-2022	C, D	2	12	\$452,000	Bob Hejar Descanso Ranger District 3348 Alpine Boulevard Alpine, California 91901
Inyo National Forest, California	Bishop Creek / Big Pine Complex	2012-2021	C, D	18	25	\$489,000	Rebecca Hutto White Mountain Ranger Station 798 North Main Street Bishop, California 93514 760-873-2441

B: Boat rentals (non-marinas) C: Campground D: Day Use M: Marina R: Restaurant / food service S: Store W: Water / beach



*U.S. Forest Service Granger-Thye
Special use permits currently held by Vista Recreation
(6 Pages)*

Client Name (National Forest)	Recreation Sites	Dates	Facility Type	Number of Locations	Number of Employees	Annual Gross Revenues	Administrator
Inyo National Forest, California	Mammoth and Mono Ranger District Complexes	2009-2021	C, D, W	31	55	\$1,700,963	Alecia Rutledge Mammoth Ranger District 2500 Main Street Mammoth Lakes, California 93546 760-924-5508 alecia.rutledge@usda.gov
Inyo National Forest, California	Rock Creek & Convict Lake Complex	2002-2022	C, D	15	24	\$821,000	Rebecca Hutto White Mountain Ranger Station 798 North Main Street Bishop, California 93514 760-873-2441
Inyo National Forest, California	Whitney Portal / Lone Pine / Onion Valley Complex	2012-2021	C, D	10	14	\$380,000	Rebecca Hutto White Mountain Ranger Station 798 North Main Street Bishop, California 93514 760-873-2441
Lake Tahoe Basin Management Unit, California	West, South, and East Shore Complexes	1985-2020	C, D, W	9	47	\$2,435,665	Bob Becker, LTBMU 35 College Drive South Lake Tahoe, California 96150 530-543-2688 robert.becker2@usda.gov
Lake Tahoe Basin Management Unit, California	Fallen Leaf Camp Store	2010-2020	S, M, R	1	2	\$239,838	Bob Becker, LTBMU 35 College Drive South Lake Tahoe, California 96150 530-543-2688 robert.becker2@usda.gov
San Bernardino National Forest, California	Mountaintop Ranger District Complexes	1998-2021	C, D, P	34	45	\$2,408,411	Scott Evans Mountaintop Ranger District 41374 North Shore Drive, Hwy 38 Fawnskin, California 92333 909-382-2728 scott.a.evans@usda.gov

B: Boat rentals (non-marinas) C: Campground D: Day Use M: Marina R: Restaurant / food service S: Store W: Water / beach



*U.S. Forest Service Granger-Thye
Special use permits currently held by Vista Recreation
(6 Pages)*

Client Name (National Forest)	Recreation Sites	Dates	Facility Type	Number of Locations	Number of Employees	Annual Gross Revenues	Administrator
Shasta-Trinity National Forest, California	Shasta Trinity National Forest	1994-2022	C	54	20	\$1,500,000	Joe Stubbendick Shasta-Trinity National Forest Headquarters 3644 Avtech Parkway Redding, California 96002 530-226-2500 joseph.stubbendick@usda.gov
Sierra National Forest, California	Bass Lake and High Sierra Complexes	1984-2027	C, D, S, W	68	75	\$2,228,045	Jody Nickerson-Powell Sierra National Forest 1600 Tollhouse Road Clovis, California 93611 559-297-0706 x4943 jody.nickerson@usda.gov
Colorado							
White River National Forest, Colorado	White River National Forest (entire Forest)	2012-2022	C, D, M, W	61	50	\$1,807,912	Hillary Santana White River 900 Grand Avenue Glenwood Springs, Colorado 81601 970-945-3202 hillary.santana@usda.gov
Kentucky							
Daniel Boone National Forest, Kentucky	Daniel Boone National Forest	2023-2032	C, D, S	7	40	\$1,400,000	Jon Kazmierski 2375 KY 801 Morehead, KY 40351 606-784-6428

B: Boat rentals (non-marinas) C: Campground D: Day Use M: Marina R: Restaurant / food service S: Store W: Water / beach



*U.S. Forest Service Granger-Thye
Special use permits currently held by Vista Recreation
(6 Pages)*

Client Name (National Forest)	Recreation Sites	Dates	Facility Type	Number of Locations	Number of Employees	Annual Gross Revenues	Administrator
Michigan							
Hiawatha National Forest, Michigan	Hiawatha-Munising Complex	1999-2020	C, D, B	12	26	\$346,000	Brenda Rebitzke Hiawatha National Forest Rapid River/Manistique Ranger District 8181 US Highway 2 Rapid River, Michigan 49878 906-474-6442 x2119 brenda.rebitzke@usda.gov
Minnesota							
Superior National Forest, Minnesota	Fall Lake Campground	1998-2034	C, D, S, B	2	8	\$183,000	John Pierce U.S. Forest Service 1393 Highway 169 Ely, Minnesota 55731 218-365-7606
Superior National Forest, Minnesota	Whiteface Complex	2010-2020	C, D, B	2	8	\$95,000	Dave Worshek Laurentian Ranger District 318 Forestry Road Aurora, Minnesota 55705 218-229-8819
New Hampshire							
White Mountain National Forest, New Hampshire	White Mountain Complex	2022-2027	C, D	24	35	\$1,400,000	Thomas Moore 71 White Mountain Drive Campton, New Hampshire 03223 603-915-3826

B: Boat rentals (non-marinas) C: Campground D: Day Use M: Marina R: Restaurant / food service S: Store W: Water / beach



Client Name (National Forest)	Recreation Sites	Dates	Facility Type	Number of Locations	Number of Employees	Annual Gross Revenues	Administrator
New Mexico							
Lincoln National Forest, New Mexico	Sacramento Recreation Complex	1999-2022	C, D	12	18	\$180,000	Ms. Marcie Kelton Sacramento Ranger District PO Box 288 Cloudcroft, New Mexico 88317 505-842-3416
Oregon							
Deschutes National Forest, Oregon	Deschutes National Forest (entire Forest)	2019-2028	C, D, W	68	45	\$1,380,792	Jaimie Ollie Deschutes National Forest 63095 Deschutes Market Rd. Bend, Oregon 97701 541-383-5578 jaimie.olle@usda.gov
Mt. Hood National Forest, Oregon	Zigzag, Barlow, Hood River and Clackamas Ranger District Complexes	2012-2021	C, D, S	57	40	\$1,242,010	Ben Watts, Daniel Boone 63095 Deschutes Market Road Bend, Oregon 97701 503-630-8811 benjamin.watts@usda.gov
Utah							
Uinta Wasatch Cache National Forest, Utah	Uinta Wasatch Cache National Forest <i>Transfer Pending</i>	2019-2031	C	140	200	\$6,600,000	Dave Whittekiend Uinta Wasatch Cache National Forest Supervisor 857 West South Jordan Parkway South Jordan, Utah 84095 801-999-2103

B: Boat rentals (non-marinas) C: Campground D: Day Use M: Marina R: Restaurant / food service S: Store W: Water / beach



*U.S. Forest Service Granger-Thye
Special use permits currently held by Vista Recreation
(6 Pages)*

Client Name (National Forest)	Recreation Sites	Dates	Facility Type	Number of Locations	Number of Employees	Annual Gross Revenues	Administrator
Washington							
Mt. Baker-Snoqualmie National Forest, Washington	Mt. Baker-Snoqualmie National Forest (entire Forest)	2018-2032	C, D, W	36	41	\$889,290	Dave Redman, MBS 2930 Wetmore Avenue, Suite 3A Everett, Washington 98201 425-783-6024 dredman@fs.fed.us
Wisconsin							
Chequamegon-Nicolet National Forest, Wisconsin	Two Lakes Complex	2002-2035	C, D, B	1	6	\$87,000	Jennifer Maziasz Washburn Ranger District 113 East Bayfield Street Washburn, Wisconsin 54891 715-373-2667 x5235 jennifer.maziasz@usda.gov

B: Boat rentals (non-marinas) C: Campground D: Day Use M: Marina R: Restaurant / food service S: Store W: Water / beach



*Additional Permits and Contracts
Currently Held by Vista Recreation
(7 Pages)*

In addition, there are 37 permits and contracts held by Vista Recreation which are listed below in Figure 3.

Client Name (National Forest)	Recreation Sites	Dates	Facility Type	Number of Locations	Number of Employees	Annual Gross Revenues	Administrator
Alabama							
Alabama State Parks	Cathedral Caverns State Park	2016-2025	C, D, M, B, S	1	12	\$300,000	Matthew Capps Deputy Director Alabama State Parks 64 N. Union Street, Suite 538 Montgomery, Alabama 36130 Office: 334-242-3334 Cell: 334-235-8366
Alabama State Parks	Roland Cooper State Park	2016-2025	C, D, M, B, S	1	12	\$300,000	Rob Grant Alabama State Parks 64 N Union Street, Room 538 Montgomery, Alabama 36130 205-752-3571
Alabama State Parks	Lake Guntersville State Park	2017-2026	C	1	4	\$130,000	Rob Grant Alabama State Parks 64 N Union Street, Room 538 Montgomery, Alabama 36130 205-752-3571
Arizona							
National Park Service	Katherine Landing at Lake Mohave Marina	2018-2033	C, M	1	78	\$7,300,000	Julie Drugatz Chief of Commercial Services Lake Mead Nat'l Recreation Area 601 Nevada Way Boulder City, Nevada 89005 702-293-8990
Coconino County, Arizona	Fort Tuthill Campground	2017-2026	C	1	6	\$180,000	Fort Tuthill County Park 2446 Fort Tuthill Loop Flagstaff, Arizona 86005-8846 928-679-8004

B: Boat rentals (non-marinas) C: Campground D: Day Use M: Marina R: Restaurant / food service S: Store W: Water / beach



Additional Permits and Contracts
 Currently Held by Vista Recreation
 (7 Pages)

Client Name (National Forest)	Recreation Sites	Dates	Facility Type	Number of Locations	Number of Employees	Annual Gross Revenues	Administrator
California							
Bureau of Land Management	Imperial Sand Dunes	2014-2026	C	2	6	\$3,800,000	John Johnson Bureau of Land Management 1661 S. 4th Street El Centro, California 92243 760-337-4400
California State Parks	Angel Island State Park	1989-2023	C	1	10	\$2,300,000	Gerald O'Reilly Dept. of Parks & Recreation P.O. Box 942896 Sacramento, California 94296 415-898-4362, ext. 201 Gerald.OReilly@parks.ca.gov
California State Parks	Big Basin Redwoods State Park	2007-2039	C	2	25	\$2,100,000	21600 Big Basin Way Boulder Creek, California 95006 831-338-8861
California State Parks	McArthur-Burney Falls State Park	2004-2023	S, M, C, R, W	1	16	\$799,000	Matt Teague District Superintendent Northern Buttes District California State Parks 400 Glen Drive Oroville, California 95966 530-538-2210 office
City of Menlo Park, CA	Bayfront Park	2019-2025	D	1	2	\$20,000	Bill Halleck Park Supervisor Public Works Department 333 Burgess Drive Menlo Park, California 94025 650-330-6794

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City of Redwood City, CA	Stulstaft Park	2019-2021	D	1	3	\$42,000	Christopher Beth Director Parks & Rec 1400 Roosevelt Redwood City, California 94061 650-780-7253 cbeth@redwoodcity.org
Contra Costa Water District	Los Vaqueros Reservoir	2013-2024	C	1	30	\$670,000	Cary Richardson Watershed Supervisor Contra Costa County Water District 1331 Concord Ave Concord, California 94520 (925) 688-8000
East Bay Municipal Utility District	Lake Camanche	1996-2031	C	2	70	\$7,200,000	Chuck Beckman Manager of Watershed and Recreation East Bay Municipal Utility District 375 11th Street Oakland, California 94607 209-772-8203 charles.beckman@ebmud.com
East Bay Regional Park District	Lake Chabot	2009-2022	C	1	20	\$1,200,000	Tamie Andrews East Bay Regional Park District 17930 Lake Chabot Road Castro Valley, California 94546 510-881-1833
Lake Hemet Municipal Water District	Lake Hemet	2011-2029	C	1	65	\$5,800,000	Mike Gow Lake Hemet Municipal Water District 26385 Fairview Avenue Hemet, California 92544 951-658-3241

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Los Angeles County Department of Parks and Recreation	Bonelli Bluffs RV Resort & Campground <i>Transfer Pending</i>	2019-2039	C	1	34	\$6,900,000	Brenda Tovar Los Angeles County Department of Parks and Recreation 1000 Fremont Avenue Alhambra, California 91803 btovar@parks.lacounty.gov 213-202-2700
Metropolitan Water District of Southern California	Diamond Valley Marina	2003-2031	C, M	1	15	\$1,600,000	Sam Tigas Metropolitan Water District of Southern California 2100 North Soto Street Los Angeles, California 90032 323-276-7667
Monterey County	Lake Nacimiento	2011-2026	C	1	36	\$4,400,000	Nathan Merkle Monterey County Parks Administrative Operations Manager 831-755-5462 MerkleN@co.monterey.ca.us
National Park Service	Death Valley National Park	2009-2023	C	1	2	\$300,000	Michelle Poster US National Park Service Death Valley National Park Furnace Creek, California 92328 760-786-3600
Placer County, CA	Hidden Falls Preserve	2013-2021	C, D	2	9	\$293,000	Andy Fisher Parks Admin 3091 County Circle Drive #220 Auburn, California 95603 afisher@placer.ca.gov
Santa Clara County	Santa Clara County Gate Services	2006-2023	--	15	1	\$225,000	Karen Lopez Santa Clara County Parks & Recreation 298 Garden Hill Drive Los Gatos, California 95032 408-355-2200

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Sierra Club	Clair Tappaan Lodge	2018-2023	C	1	8	\$950,000	Larry Foster The Sierra Club PO Box 2663 Berkeley, California 94702 415-977-5570 larry.foster@sierraclub.org
Southern California Edison, CA	Redinger Lake	2015-2021	D, W	1	1	\$100,000	Nancy Rose PO Box 700 Rosemead, California 91770 626-302-6501
Michigan							
Michigan Department of Natural Resources	Pontiac Lake Recreation Area / Port Crescent State Park / WM. C. Sterling State Park	2020-2039	C	3	10	\$400,000	State of Michigan DNR PRD Regulatory Unit PO Box 30257 Lansing, MI 48909 517-282-9970
Texas							
Lower Colorado River Authority, Texas	Lake Fayette Recreation Area	2020-2070	C, D, M, S, W, B	2	16	\$600,000	Kenny Reed Lower Colorado River Authority 3700 Lake Austin Boulevard Austin, Texas 78703 512-578-3573 kenny.reed@LCRA.org
Tennessee							
Tennessee Valley Authority	Cedar Point / Loyston Point / Barton Springs Campgrounds	2013-2042	C, S, B, D	3	20	\$519,000	Tina Guinn Manager – Recreation Tennessee Valley Authority 400 W. Summit Hill Drive Knoxville, Tennessee 37902 865-806-4295/ ecguinn@tva.gov

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Client Name (National Forest)	Recreation Sites	Dates	Facility Type	Number of Locations	Number of Employees	Annual Gross Revenues	Administrator
Tennessee Valley Authority	Fooshee Pass Recreation Area	2021-2050	C, S, B, D	1	10	\$275,000	Tina Guinn Manager – Recreation Tennessee Valley Authority 400 W. Summit Hill Drive Knoxville, Tennessee 37902 865-806-4295/ ecguinn@tva.gov
Tennessee Valley Authority	Yarberry Campground	2014-2043	C, S, B, D	1	10	\$324,000	Tina Guinn Manager – Recreation Tennessee Valley Authority 400 W. Summit Hill Drive Knoxville, Tennessee 37902 865-806-4295/ ecguinn@tva.gov
Tennessee Valley Authority	Skull Island Campground	2022-2051	C, S, B, D	1	10	\$250,000	Tina Guinn Manager – Recreation Tennessee Valley Authority 400 W. Summit Hill Drive Knoxville, Tennessee 37902 865-806-4295/ ecguinn@tva.gov
Tennessee Valley Authority	TVA 6 Dam Campgrounds (Cherokee, Douglas HW & TW, Melton Hill, Pickwick, Watauga)	2015-2026	C, S, B, D	6	50	\$800,000	Tina Guinn Manager – Recreation Tennessee Valley Authority 400 W. Summit Hill Drive Knoxville, Tennessee 37902 865-806-4295/ ecguinn@tva.gov
Tennessee Valley Authority	Honeycomb Campground	2009-2042	C, D, M, S, W	1	20	\$750,000	Tina Guinn Manager – Recreation Tennessee Valley Authority 400 W. Summit Hill Drive Knoxville, Tennessee 37902 865-806-4295/ ecguinn@tva.gov

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Client Name (National Forest)	Recreation Sites	Dates	Facility Type	Number of Locations	Number of Employees	Annual Gross Revenues	Administrator
Washington							
Lewis County Public Utilities District, Washington	Cowlitz Falls	2019-2024	C, D	1	5	\$106,000	Joe First General Manager Lewis County PUD 321 NW Pacific Avenue Chehalis, Washington 98532 360-748-9261
U.S. Army Corps of Engineers, Washington	Chief Timothy Park	2003-2028	C, D, B, S, W	1	6	\$180,000	Allison Needham Realty Specialist 201 North 3rd Avenue Walla Walla, Washington 99362 509-527-7325

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Eighteen (18) award-winning U.S. Forest Service campgrounds are included below in Figure 4 with more information on their respective awards and recognitions.

Campground	Award and Organization
Alabama	
Lake Guntersville State Park	TripAdvisor's 2020 Traveler's Choice Awards Program
Arizona	
Bonito Campground	8 Favorite NF Campgrounds in AZ, National Forest Foundation
Cave Springs Campground	The Best Campgrounds in the Southwest, Sunset Magazine
Christopher Creek Campground	All the Best RV Camping in AZ's NFs, Campendium
DeMotte Campground	8 Favorite NF Campgrounds in AZ, National Forest Foundation
Horse Campground	All the Best RV Camping in AZ's NFs, Campendium
Houston Mesa Campground	All the Best RV Camping in AZ's NFs, Campendium
Laguna Campground	Top 100 Family Campgrounds, ACTIVEkids
Lakeview Campground	All the Best RV Camping in AZ's NFs, Campendium
Little Eden Springs Horse Camp	8 Favorite NF Campgrounds in AZ, National Forest Foundation
Manzanita Campground	The Best Campgrounds in the SW, Sunset Magazine
Pinegrove Campground	Top 100 Family Campgrounds, ACTIVEkids
Sharp Creek Campground	All the Best RV Camping in AZ's NFs, Campendium
California	
Big Pine Creek Campground	The 55 Best Campgrounds in CA, Sunset Magazine
Burnt Rancheria Campground	Top Visitor Picks for Paw-some Trips with Pets, Recreation.gov
Convict Lake Campground	Top 100 Family Campgrounds, ACTIVEkids
Headquarters Campground	Top Visitor-Rated RV Campgrounds, Recreation.gov
Lower Billy Creek Campground	The 55 Best Campgrounds in CA, Sunset Magazine
Meeks Bay, Lake Tahoe Basin NF	Top 100 Family Campgrounds, ACTIVEkids
Minaret Falls Campground	The 55 Best Campgrounds in CA, Sunset Magazine
Sabrina Campground	The 55 Best Campgrounds in CA, Sunset Magazine
Saddlebag Campground	The 55 Best Campgrounds in CA, Sunset Magazine
Sequoia NF, General Sherman Tree	Traveler's Choice 2020 Award, TripAdvisor
Sequoia NF, Giant Forest	Traveler's Choice 2020 Award, TripAdvisor (the #1 thing to do)
Sequoia NF, Hume Lake	Traveler's Choice 2020 Award, TripAdvisor
Sequoia NF, Moro Rock Trail	Traveler's Choice 2020 Award, TripAdvisor
Serrano Campground	The 55 Best Campgrounds in CA, Sunset Magazine
Serrano Campground	Top 100 Family Campgrounds, ACTIVEkids



Campground	Award and Organization
Summerdale Campground	The 55 Best Campgrounds in CA, Sunset Magazine
Colorado	
Chapman Campground	Best Camping in Colorado, Uncover Colorado
East Marvine Campground	Best Camping in Colorado, Uncover Colorado
Himes Peak Campground	Best Camping in Colorado, Uncover Colorado
Marvine Campground	Best Camping in Colorado, Uncover Colorado
North Fork Campground	Best Camping in Colorado, Uncover Colorado
Minnesota	
Fall Lake Campground	Top 100 Family Campgrounds, ACTIVEkids
New Mexico	
Sleepy Grass Campground	The Best Campgrounds in the SW, Sunset Magazine
Oregon	
East Davis Lake Campground	33 Irresistible Lake Camping Spots in OR, Outdoor Project
Elk Lake Campground	33 Irresistible Lake Camping Spots in OR, Outdoor Project
Frog Lake Campground	33 Irresistible Lake Camping Spots in OR, Outdoor Project
Lava Lake Campground	33 Irresistible Lake Camping Spots in OR, Outdoor Project
Little Crater Campground	11 Top-Rated Campgrounds in OR, PlanetWare
Little Lava Lake Campground	33 Irresistible Lake Camping Spots in OR, Outdoor Project
Trillium Lake Campground	33 Irresistible Lake Camping Spots in OR, Outdoor Project
Washington	
Douglas Fir Campground	Best Camping in WA State, Campendium
Marble Creek Campground	Best Camping in WA State, Campendium
Silver Fir Campground	Best Camping in WA State, Campendium
Tinkham Campground	40+ Best Places to Go Camping in WA State, Beyond the Tent

3. Recruiting, Training, & Retaining Great Employees

Hiring good people is critical to the success of any service business. As a service company, we know that the quality of our company is only as good as the quality of the people we employ. Much of the campground recreation work force relies on work campers, individuals or couples who often prefer seasonal work and can live right in the campground in their RV. These folks need to be identified, hired, trained and -- perhaps most importantly -- provided an enjoyable experience so they will come back year after year to provide great service to visitors.

Our emphasis has been on field-level management, putting our best management resources as close as possible to the point at which services are delivered to our customers. We have developed a strong management team through our in-depth Camp Host, Management-In-Training, and Manager training programs. As a result, over 98% of our management and executive team began as one of our front-line Campground Hosts. Many of our managers have been with us for well over 10 years.

The Vista Recreation corporate structure is extremely streamlined. The company's emphasis has been on field-level management, putting our best management resources as close as possible to the point at which services are delivered to our customers. Of our 1000 employees, less than 30 live and work outside the parks we operate.

3.A. Our Host Model

We typically see three different operations models used in concessionaire-run campgrounds:

- ❖ ***Empowered Host Model (Our Model):*** In this model, hosts are expected to perform most of the campground duties, from bathroom cleaning to light landscaping and maintenance to customer service and fee collection. Hosts go through a standard training program and the company funds the tools -- from vehicles to carts to hand tools to computers -- that the host needs to do a quality job. Typically, hosts are backed with a maintenance staff that performs heavy maintenance and landscaping. *This is the model employed by Vista Recreation.* We believe it provides the highest level of service, because it allows for strong employee ownership and accountability and puts all the company's staff right in the campgrounds, available to handle unexpected events. It tends to be the most costly of the three, requiring significant staff hours and a lot of company investment.
- ❖ ***Independent Host Model:*** As in the empowered host model, the host is present in the campground and expected to take full ownership of campground cleaning and customer service (excepting heavy maintenance and landscaping). Unlike the empowered host model, however, the host receives little training and is expected to provide most of his or her own tools (such as vehicles and computers). This model is lower cost to the

company, since it involves substantially less investment, but is spottier in customer service. If the host is well-trained from a previous employer and has a good truck and tools, the job gets done well. If the host is not so well-prepared, the campground is not managed as well. Also, host vacancies may go a substantial period of time before they are filled. Most small and new concessionaires operate this way out of necessity and a surprising number of the largest national concession companies operate this way as well. This model can be identified in an operating plan by comparing capital asset investment plans.

- ❖ **Mobile Crew Model:** In the mobile crew model, the company has a mobile crew that goes from facility to facility each day and does all the cleaning, landscaping, etc. Hosts in this model are not much more than a token presence, there to operate the gate house and collect fees, and are not paid very much. This model is very efficient, since the cleaning and maintenance crew can work quickly and productively. Unfortunately, the nature of campgrounds is that cleaning cannot happen just once per day – campers may check out late and bathrooms with heavy use must be cleaned many times through the day – so customer service suffers. Vista Recreation experimented with this approach several years ago at a permit area and found the results unsatisfactory. This is an increasingly popular approach among several large concessionaires, particularly out west. This model can be identified in a business or operating plan by comparing labor hours and costs by type.

3.B. Nationwide Recruiting

In order to effectively utilize Vista Recreation’s **Empowered Host Model**, Vista Recreation needs employees who exhibit the highest levels of dedication and professionalism. To find these special employees, Vista Recreation recruits nationwide and attracts candidates from across the country. We fill each position with people who are skilled in management, customer service and maintenance. All our employees are taught the highest principles of customer service and natural resource stewardship.



Our Employees at Work in a Vista Recreation Permit Area

As a service company, Vista Recreation knows that the quality of our company is only as good as

the quality of the people we employ. To that end, Vista Recreation has invested in a number of Internet websites to attract quality employees.

Our strongest sources of potential employees are our candidate-friendly, custom websites (www.camprrm.com), our main company website, and our job specific website (www.camphost.org). Both websites are designed to attract, engage, and motivate high-quality employees. They are easy to navigate, highlight our company culture, use clear job descriptions, and provide applicants with a streamlined application process. Vista Recreation’s websites have quickly become the leading employee recruitment sites in our industry. Resumes are kept online in a password-protected database, where our managers can access the applications at any time.



camprrm.com



camphost.org



Job Notice Form

We also utilize Google search and Twitter advertising and, in addition, have maintained premium sponsorships with a number of different camping-related websites, such as *Roaming Times* and *Workampr.News*. Potential employees from all of these sources are routed to our job application for people who are ready to work, or to our email list for those not quite ready.

“We maintain a database of over 30,000 applications from experienced campground hosts -- these are not from buying a database of names!”

When completing our application, candidates are asked the usual range of background, skill, and reference questions as well as customized questions designed to knock out applicants who are not a good fit for the job (e.g., “are you willing to clean bathrooms?”). Vista Recreation has additionally contracted out for third-party personality assessment software and initiated a large study of current Vista Recreation employees to develop a profile for the best possible customer service worker. These personality assessments test for qualities that have been proven to correlate with good employees (all tests have been certified to be race and gender neutral).

Our online application system helps rate and sort candidates and allows managers to hire them directly right off the site. Job offers can be issued at the touch of a button, and background checks are initiated automatically. Once hired, we onboard them to ensure precise conformance to each state’s labor law and direct employees immediately into training they can complete even before they show up.

Despite 2021 being probably the most difficult year we have ever experienced with hiring, through all of these methods, we were able to **attract over 2,500 applicants** who passed our initial screening. Additionally, we were one of the few companies in the country that **did not have to close any campgrounds due to lack of staff in 2020 and 2021.**

However, no matter how hard we screen recruits, we can occasionally experience some unexpected turnover. For example, an employee might not meet standards or might experience medical problems. As a national company with over a thousand employees during the peak season, we can often shift employees between sites in a matter of days so that there is no interruption of the customer service experience. In addition, we have built an email list of experienced campground hosts looking for work who have asked us to notify them of job openings. This list now has over 27,000 names, by far the largest in the industry, and even larger than lists maintained by popular work camping magazines and newspapers.

This is what Vista Recreation’s improved recruitment process means for our partners: If Vista Recreation experiences unexpected staff turnover, or new staffing requirements, Vista Recreation can fill these positions in a matter of days. A typical job listing we place to this group of contacts will typically result in 500 applications in less than 4 hours. With Vista Recreation, our managed recreation areas are never left under-staffed, for any reason.



Samples of job listing that we send to our experienced campground hosts



Sample social media advertising

3.B.1. Integrated Human Resource Information System

In 2020, Vista Recreation invested over a quarter of a million dollars in our new *Human Resource Information System (HRIS)*. The system allows us to seamlessly manage employees all the way from the application through screening and background checks to onboarding, training, payroll, and benefits management. Once hired, each employee is taken through an onboarding system that ensures compliance with an increasingly complex web of federal and state labor law.

Below (Figure 5) is an example of our *Human Resource Information System* online onboarding process, which an employee sees once they have accepted their job offer, with a list of tasks to be completed.

After employees complete their new hire paperwork, they are immediately taken to our training portal, which provides the online portion of our training program. Each employee receives initial training in four general categories of knowledge:

- Understanding the company, our partners, and the role of concessioners
- Customer service skills, particularly in difficult encounters
- Safety skills and awareness
- Ethics, diversity, and inclusion

State-mandated training programs are also included in these courses, such as the California sexual harassment courses for workers and managers.

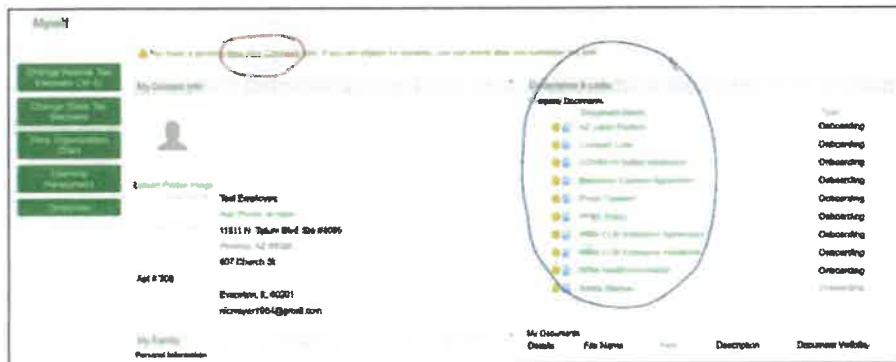


Figure 5, Integrated Human Resources Information System

3.B.2. Equal Opportunity Employer

Our company prides itself on a history of total labor law compliance now streamlined and documented by our integrated *Human Resource Information System* (HRIS), which ensures this compliance. We are an Equal Opportunity Employer and service provider. We follow the most comprehensive version of “ban the box” compliance. We do not conduct a background check on an employee until an offer is extended. All of our personnel policies and procedures fully comply with the *Equal Opportunity Act*, *Civil Rights Act of 1964*, and the *Americans with Disabilities Act*. RRM-CLM Services (dba Vista Recreation) does not discriminate in employment practices or services provided.

3.B.3. Background Checks

To protect the public and our partners, we perform a full background screening on all new employees. We also check public driving records for all employees who either drive a vehicle or golf cart, and receive updates (via our partner Samba Safety) if there are any negative changes.

3.C. Employee In-Depth Training: Direct & Online

Employee training is a vital component of Vista Recreation’s management philosophy. The training we provide to our staff includes and emphasizes the **National Quality Standards for USFS Developed Recreation Sites**, including standards for:

1. **Health and Cleanliness**
2. **Safety and Security**
3. **Condition of Facilities**
4. **Responsiveness**
5. **Resource Setting**

Employee training is a standard requirement for all new and returning seasonal employees, as well as all new year-round employees. In many cases, this includes annual refresher training for current year-round employees. Our training program has been developed over many years and is aligned with our high standards of campground management and related services, and is summarized in our “six-point” training program as shown in Figure 6. Our training program is specifically designed to prepare a large staff of seasonal employees which will be employed in support of the special use permits and contracts. It is based on our management hierarchy, delegation of responsibilities, and our concept of “*Empowered Hosts*.” It is also tailored to accommodate our high return rate of seasonal employees, who bring with them knowledge of our operations, expectations, and training from the prior season.

The following table briefly outlines the “Six-Point” Training Program:

Vista Recreation’s “Six-Point” Training Program Outline			
Point	Training	Hours	Notes
1	Managers Training Conference	40	Required for all Field Managers
2	Field Operations Manual	-	Provided to all employees
3	Instructional Video Training	6	Required for all employees
4	Field Orientation Training	6	Required for all employees
5	Safety Training	4	Required for all employees
6	Specialty Training	varies	Based on the needs of the contract area

Training Highlights:

Point 1 – Vista Recreation Annual Managers Training Conference: Vista Recreation holds an annual Manager’s Training Conference (typically 5 days), during which our field managers receive professional training in a variety of areas pertinent to the performance of their jobs. Typical agenda categories include fiscal responsibility, personnel administration, partnership relations, facility and safety standards, risk management, effective communications, contract administration, problem solving, conflict resolution, retail operations, maintenance standards, food services, reporting procedures, and emergency response management. The conference sessions are recorded, and the recordings are available to managers throughout the season.

At this conference, the digital Supervisor's Manual, called the **Manager's Portal**, is reviewed in detail with new updates highlighted and shown to all in attendance. The Manager's Portal has numerous, separate detailed sections, each with specific policies and procedures applicable to our operations. This resource was moved exclusively online to ensure managers have the most current policies, forms, and documents available at any given time, especially as we navigate a continuously dynamic environment. An overview of content is included herein. We believe that our Manager’s Portal is unique in the concession industry, and it provides our managers with a very thorough reference tool to consult for a variety of operational circumstances.

Point 2 – Field Operations Manual: Vista Recreation provides our campground hosts and hourly customer service staff members with a complete **Field Operations Manual**, which is updated annually. Both of these manuals serve to equip our employees with superb reference materials in order to perform their duties with a consistent level of professionalism and courtesy. For a company like Vista Recreation, this consistency is extremely important, as we are doing business with the USFS and other partnering government agencies across 16 states. It is our objective to provide the same level of quality customer service and outstanding resource management across all of our operational areas. We believe our thorough and complete reference resources help to set our company apart from our competitors in the industry.

Point 3 – Instructional Videos: In addition to traditional face-to-face training within the permit or contract area, Vista Recreation also has a mandatory online training program for its employees. This program is constantly updated, and allows us to reach employees remotely. Within this program, we can also track which employees have completed specific trainings, allowing Vista Recreation managers to follow up and make sure that necessary trainings are being completed in a timely manner.

Examples of the Vista Recreation online training portal can be seen below. Hosts begin with Host Training Level 1 (pictured below) and progress to higher levels of training. Employees may access other optional courses to improve business and computer skills.

Title	Rating	Provider	Duration	Price
Common Ground: Sexual Harassment and Abusive Conduct Prevention (For Employees in all US States Except CT)	★★★★	WILL Interactive	1h	Free
How to Put On And Take Off PPE	★★★★	The Jeff Havens Company	10m	Free
Diversity and Inclusion: A Step-by-Step Guide for Employees	★★★★	Kantola Training	23m	Free
Creating a Safe Industrial Workplace: Slips, Trips & Falls	★★★★	The Jeff Havens Company	10m	Free
First Aid: Blisters (US)	★★★★	IA EHS Sustainability	40m	Free
Stereotyping and Diversity	★★★★	7 Dimensions	20m	Free
First Aid: Bug Bites and Stings	★★★★	Epi	12m	Free
First Aid: Toxic Plants	★★★★	Epi	18m	Free
Proper Lifting Techniques	★★★★	Employee Training	19m	Free
1 to 1: Customer Service Success	★★★★	Syntrio	45m	Free
Coronavirus COVID-19	★★★★	Vaco	10m	Free
Infection Control (including Coronavirus) (US Version)	★★★★	Engage in Learning	30m	Free

Host Training Level 1 – Learning Management System sample

Customer Service Training:

1 to 1: Customer Service Success is a 45-minute training video produced by Syntrio. In this video, it is discussed how research confirms that the best way to achieve customer loyalty is to consistently meet and exceed expectations. Employees review that each customer interaction is a unique "moment of truth" opportunity to build the relationship or fall short. This module reaffirms how to assess and understand customers' needs to better serve them through each and every interaction.

Civil Rights Training:

Diversity and Inclusion: A Step-by-Step Guide for Employees is a 23-minute training provided by Kantola Training. This training is provided to all employees as they are onboarded, regardless of when in the season they begin work. This course is designed to allow all learners to gain insights into the perspectives and realities of individuals with identities that are different from their own, and learn about how others can experience the same workplace in very different ways. Each employee will be required to view this video. Vista Recreation may incorporate this training video as well as others during periodic group training sessions.

Stereotyping and Diversity is an additional training video (20 minutes) published by 7 Dimensions to review the importance on treating all customers fairly and equally with dignity and respect regardless of color, national origin, gender, age, religion, disability, sexual orientation or family status.

Sexual Harassment Training:

Common Ground: Sexual Harassment and Abusive Conduct Prevention (For Employees in all US States Except CT) is an hour-long training video produced by WILL Interactive. Common Ground's content and functionality are fully compliant to the legal requirements in all 50 states, including the latest updates and laws in CA,

NY, CT, ME, DE, and IL. This module uses scenario modeling, branching decision points, onscreen hosts, case study quizzes, and graphic designs to discuss topics such as sexual harassment prevention, hostile work environments, quid pro quo, reporting and receiving complaints, and investigations and resolutions.

Personal Health & Safety:

Creating a Safe Industrial Workplace: Slips, Trips, & Falls is a 10-minute video by The Jeff Havens Company that reviews how to avoid slips, trips, and falls, as well as discusses eliminating the conditions that typically cause these incidents.

First Aid: Basics (US), *First Aid: Bug Bites and Stings*, and *First Aid: Toxic Plants* are also videos that are required for all field employees throughout the season.

Point 4 - Field Orientation: After the previous areas have been covered, attention is shifted to the field, where our hosts get the opportunity to apply the skills that are taught in a class setting. This is accomplished in conjunction with an employee tour of the permit or contract area. With an instructor present, our hosts are tested for their ability to identify certain needs or hazards, such as poorly displayed signs, litter, insufficiently cleaned fire rings, tables, hydrants, and restrooms. They are given the opportunity to demonstrate their ability to use proper cleaning methods. Other Vista Recreation employees play the role of the visitor in order to test the trainee's ability to interact in a professional and courteous manner.

Point 5 - Safety Training: Perhaps the most valuable skill our employees learn is the ability to identify potential hazards in the recreational setting. For this portion of our training, our managers utilize a detailed inspection checklist that Vista Recreation has developed, our *Safety Appraisal*. Beginning at the approach to the campground or day use area, the hosts are trained to view everything they see in a critical manner, and adopt the perspective of the visitor entering for the first time. Such things as traffic signs and barriers, lighting, tree limbs, visual obstacles, nuisance attractions, encroaching vegetation, public information kiosks, and numerous other components of the developed area are scrutinized in such a way as to identify risks and hazards, rank them in terms of urgency for repair or attention, and take action for remedy. Our hosts are trained to repeat this process throughout the operating season, thus minimizing risks.

“Comprehensive training is an ongoing process at all Vista Recreation’s Permit/Contract Areas.”

Point 6 - Specialty Training: Special training such as CPR Certification, Basic First Aid Training, CDL Driver Training and licensing, Lifeguard Training, Water Operator Training, Hazard Tree Certification, Food Safety Training, and other types of training that is limited to a select number of employees is scheduled by the Operations Manager. Such forms of specialty training are deemed necessary by the conditions included in the prospectus, and also by the standards set by Vista Recreation for the safe and efficient operation of its managed recreation areas.

Following are the Tables of Contents for each of the Vista Recreation manuals mentioned above:



Vista Recreation
Field Operations Manual

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**OPERATIONS
MANAGEMENT**

Operations Toolkit:

- Facilities & Equipment
- OT Office
- Operation Plans
- Permit Start-Up & Shut-Down Procedures
- Registration Recordkeeping
- Reservations
- Retail Information
- Uniform Standards



**PEOPLE
MANAGEMENT**

Hiring Toolkit:

- Payroll
- Manager-in-Training Program (MIT)
- Learning Management Software (LMS)
- Travel & Expenses



**RISK & SAFETY
MANAGEMENT**

Risk & Safety Toolkit:

- Covid Information
- Emergencies & Public Safety
- Hazardous Incidents (Incident Reports)
- Tailgate Safety Meetings
- Vehicle Safety
- Workers Compensation



**CUSTOMER
SERVICE INFO**

Customer Service Toolkit:

- Customer Service Philosophy / Standards
- "Good Host" Information
- Interactive Programming
- Reviews & Ratings



**REVENUE
MANAGEMENT**

Revenue Toolkit:

- Credit Card Errors & Expense Reporting (Value Transactions)
- Fee Collection Process
- Purchasing Guidelines & Authorizations
- Receipts, Checkbook, and POS
- Vista Spend Clarifier
- Weekly Revenue Reporting



**FORMS
LIBRARY**

Forms Library: Forms that need to be downloaded and completed, plus information on where to send completed versions.



**RESOURCES
TIPS & TRICKS**

Resources:

- Computer Tips / Tricks & Social Media
- WiFi Help
- Directory
- Manual Library
- Ordering Items



**VIDEO
LIBRARY**

The Video (Training) Library is your one stop for Zoom recordings and videos from the latest Manager's Conference.



**RETAIL
OPERATIONS**

Check out the Retail Operations page for info such as inventory process, sale of alcohol, pricing, etc.



**COVID
INFORMATION**

Announcements and important information regarding Covid - check regularly!



**BENEFITS
INFORMATION**

Resources and information about the benefits Vista Rec offers, including EAP and Mental Health Program.



**SYSTEMS
MANAGEMENT**

System Toolkit: Resources for utilizing the software and websites for the company, like Asset Panda and Square.

3.D. Employee Recognition and Retention

To better serve the public and provide continuity of service, Vista Recreation makes every effort to reward and retain its staff. We pay competitive wages with annual increases based on performance and seniority. Other compensation offered includes a paid time off benefit, worker's compensation insurance coverage, unemployment insurance coverage and state disability insurance. The terms of the *Affordable Care Act* also apply to all of our employees.

Another major factor in retaining employees is the breadth and extent of our training program. This program not only provides the employees with necessary information and skills but also builds employee loyalty. We also offer a variety of other incentives to employees, including local dinner get-togethers throughout the summer season and a year-end employee appreciation party.

We have found that recognition and service pins worn on the company uniform build loyalty and pride. These pins also communicate training and professionalism to visitors. Hosts proudly wear uniform pins showing their years of service and that they have successfully competed Host Training Levels 1 and 2. Returning hosts also received an annual customer service 5-star award pin if their campground the prior year scored an average of over 4.5 out of 5.0 on customer review sites like Recreation.gov and TripAdvisor. This entire program is designed to recognize the important contributions that our onsite staff brings to each season of operation. As a result of these efforts, we enjoy one of the higher retention rates for seasonal employees in the industry – with many employees having worked for the company for over 10 years.



Recognition and Service Pins:
These pins build employee loyalty and pride and communicate training and professionalism to visitors.

4. Operations Excellence & Standards

4.A. Employee Conduct

Vista Recreation assumes complete responsibility for the conduct of our employees. They are expected to comply with all applicable Federal, State, and local laws, and to conduct themselves

in a professional manner at all times. Vista Recreation management fully realizes the legal consequences of failing to fully train and equip our employees.

At the time of hire, Vista Recreation field managers review the following employee conduct issues with our employees:

- Violating State or Federal laws while performing services for Vista Recreation
- Engaging in any conduct prohibited by 36 CFR 261
- Discourteous and/or dishonest dealings with the public
- Misrepresenting facts and/or falsification of records
- Slandorous statements regarding USFS or Vista Recreation
- Threatening or intimidating the general public, USFS, or Vista Recreation employees
- Theft or pilferage of revenue or property (Vista Recreation or USFS)
- Possessing or using illegal drugs
- Possessing or drinking of alcoholic beverages while on duty or in uniform
- Making comments, gestures, remarks or physical contact of sexual or racial context to the public or fellow employees
- Possessing or discharging a firearm while on duty

These policies and requirements are constantly enforced through daily monitoring of performance by our campground hosts with frequent involvement of the Vista Recreation supervisors. Vista Recreation takes full responsibility for the conduct of all employees.

Additionally, at the annual Orientation and Training Seminar, our Operations Managers will explain Vista Recreation's Code of Conduct in detail to all employees. If, for whatever reason, an employee is unable to attend the Orientation Seminar, or is hired after the seminar, the appropriate supervisor for that employee will provide a personal orientation. This orientation will include a detailed explanation of Vista Recreation's policies, as presented herein.

Vista Recreation will not allow any employee to be on duty, or represent Vista Recreation while intoxicated or under the influence of illegal or dangerous prescription drugs. Vista Recreation maintains a strict policy regarding use of Alcohol and Drugs. Our policies on these are included in our ***Employee Handbook*** and ***Manager's Portal***. The ***Employee Handbook*** details the following:

It is the responsibility of each employee to learn and abide by all Company policies, including those contained in this [Employee] Handbook. If you are unclear on any policy, ask the Director of Human Resources. Failure to follow any of the Company's policies will result in disciplinary action, up to and including termination.

Vista Recreation and its employees will adhere to all applicable Federal, State, and local laws, regulations and prohibitions (including 36 CFR 261 regulations and prohibitions). Our ***Field Operations Manual*** details acceptable personal conduct and the requirement that employees adhere to all applicable laws and prohibitions. Additionally, this requirement of employment is outlined during the annual Orientation and Training Seminar, along with information pertaining to pertinent law, ordinances and prohibitions (including 36 CFR 261 regulations and prohibitions).

To further ensure an understanding of employee conduct, every new employee must review and sign an acknowledgment of the 16 most important elements of personal conduct. This signed acknowledgment then becomes a part of the personnel file of each employee. We will enforce all employee conduct policies and requirements at all times while employees are on duty, with consequences of termination. Disciplinary actions will also involve the on-site Vista Recreation supervisory team and the Vista Recreation Human Resources team to ensure that employee rights, compliance with regulations, and internal processes and procedures are always observed. The consequences of policy violations are presented at the new employee orientation training event in a classroom setting presented by a senior manager.

4.B. Employee Uniforms

Vista Recreation values and acknowledges the importance of our employees' dress, appearance, and conduct pertaining to public relations and customer service. Because of our high standards, we wish for our employees assigned to work under this permit/contract to reflect uniformity and professionalism in their appearance at all times. The purpose of wearing a uniform is to identify the employee as being attached to an organization, and to represent that organization in such a manner that a professional image is portrayed.

All Vista Recreation employees will be in uniform while on duty, identifying them with recreation area operations. Vista Recreation employees can be easily identified by one of the following uniform components: khaki uniform shirt with patches on sleeves or polo shirt with embroidered logo and baseball-style cap.

Vista Recreation employees are issued uniforms specific to individual assigned areas and working conditions. Several types of uniform components are provided to each employee. Uniform shirts have the professionally embroidered patches sewn over each sleeve (see below), and an ID Badge is worn on the breast of the shirt. Uniform shirts are to be worn tucked in and worn properly at all times when performing visitor contact work.



Patches worn on Vista Recreation khaki shirts

Vista Recreation employees observe the following uniform guidelines:

Vista Recreation Khaki Shirt:

To be worn while employee is assigned to entrance stations, security patrols, interpretive functions, fee collection, or other public interaction duties. Shirts are to be tucked in and worn properly at all times. Field employees are typically issued five uniform shirts upon hire.

Items that may be worn with uniform components include:

- ID Badge
- Service pins
- First Aid Certification emblems



Khaki Shirt Sample



Warren Meyer

ID Badge Sample

Vista Recreation Headgear:

Optional, but if worn:

- Ball Cap: Tan/green cap with the Vista Recreation logo embroidered on the crown, typically worn by employees assigned to outdoor work in the sun.

- Sport Visor: with the same logo as the ball cap, to be worn by employees assigned to store or canoe operations and only in conjunction with the sport polo shirt.
- Western Hats: A white tight-weave straw hat may be worn. These hats must be conservative in appearance, may include a small ribbon band, and may not have paraphernalia attached (i.e., feathers, pins, etc.).



Miscellaneous Other - Additional Apparel Information:

- Regarding trousers, shorts, shoes, belts, etc., the preferred colors are green, blue, khaki, or brown pants.
- Vista Recreation provides jackets, coats, sweatshirts, etc. Vista Recreation logos are professional embroidered on approved jackets and sweatshirts.

Knives and Firearms: Restrictions:

- Pocketknives, if worn, must be kept in a leather or nylon case fastened to the belt. Pocketknives may not exceed 4" in length when closed. Sheath knives or any type of fixed-blade knife may not be worn while in uniform.
- Firearms may not be worn by on-duty personnel wearing a Vista Recreation uniform. Vista Recreation enforces a very specific weapons policy in the workplace, as included in our Manager's Portal.

Excerpt from Vista Recreation Field Operations Manual:

Weapons in the Workplace

Vista Recreation does not regulate the use or possession of legal self-defense weapons by its employees while they are on their own time, unscheduled for work representing the company. This notwithstanding, Vista Recreation employees may not, while engaged in the course of their duties, or at any time while working on any property owned, leased, or controlled by Vista Recreation, including anywhere that company business is conducted (i.e. customer service locations, campgrounds, marinas, restaurants, retail outlets, company event venues, or similar such locations), possess or use any such personal self-defense weapons. Regardless of whether an employee has legally obtained a concealed weapons permit, or is allowed by law to possess a weapon for self-defense during their personal time, such weapons are prohibited in any location in which the employee is representing the company for business purposes, including those work environments listed

above. Employees who are deemed in violation of any of the above stipulations are subject to disciplinary actions, up to and including immediate dismissal from employment.

4.C. Vehicle Identification

Vista Recreation will utilize a number of company pickups, mini-trucks, utility carts, trailers, etc. within the permit/contract area. Vista Recreation vehicles are white with a Vista Recreation logo decal on each side, identifying Vista Recreation as a private concession service provider:



Other equipment such as mowers, weed trimmers, power tools, etc., will be kept in a safe operable condition. Personally owned vehicles of various colors and states of repair are never used in Vista Recreation operations.

4.D. Equipment Investment

It is almost impossible for hosts to do their jobs without the proper tools and supplies. For decades, we have been committed to giving employees the tools they need to do the job. Every manager and host that needs one gets a company truck and/or utility cart. Every manager has a company-supplied computer and a high-speed Internet connection, even if we have to use expensive satellite equipment to do so. We have added credit card machines at scores of locations over the last few years to make payment convenient for customers, and when available reservations systems fell short of our needs, we built our own. All told, we have invested in well over \$10 million in equipment to help our employees do the job right.

4.E. Compliance

One of the significant advantages that Vista Recreation offers over smaller “ma and pa” operators is its rigorous compliance with all relevant safety, environmental, and employment law. In today’s complex regulatory environment, it is very difficult for small operators to even stay abreast of changing requirements.

4.E.1. Labor

Many private operators are way behind in compliance with labor law. Many private operators still take on contracts using volunteer camp hosts, despite the fact that a series of court cases have ruled that it is not legal for private operators (it is still legal for some public bodies) to employ volunteer camp hosts. At Vista Recreation, we comply rigorously with all aspects of employment law, including the Fair Labor Standards Act and its California counterparts.

Our company complies with all U.S. Department of Labor (DOL) and State of Arizona labor and employment laws. These include all laws governing employment, wages, equal opportunity, civil rights, fair labor standards, worker safety, health, sanitation, and immigration including *Federal Fair Labor Standards Act (FLSA)*, the *Federal Service Contract Act*, *Davis Bacon Wage Rates* (used for Granger-Thye Fee-Offset projects), Occupational Safety and Health Administration regulations, *Americans with Disabilities Act*, and State of Arizona labor laws. In addition, the company fully adheres to wage and hour law provisions of state and federal law, pays full federal and state employment taxes for all personnel, and provides *Worker’s Compensation* insurance for all our employees. In addition, we do not use any volunteers, as they are prohibited under the *Federal Fair Labor Standards Act*.

Our compliance is demonstrated by a recent U.S. Department of Labor audit of our operations in Arizona (which encompass five U.S. Forest Service special use permits plus some other operations). In this last audit, the U.S. Department of Labor expanded the audit to all our operations in Arizona. They took copies of all our employee timesheets and payroll records and interviewed between 20 and 30 of our employees. They did not find any violations, not even a small one, in any of our operations.

4.E.2. Title VI Compliance

Vista Recreation will post a *Title VI* compliance sign -- the *And Justice for All* poster -- on the entrance board with the approved wording indicating compliance with *Title VI, Civil Rights Act of 1964*, regulations. Entrance boards will also include the UNICOR #P23-43, *Welcome to Your National Forests* poster or an approved equivalent, in English and Spanish, to inform the public of 36 CFR 261 prohibitions.



We currently post and maintain the *And Justice for All* posters and the *Welcome to Your National Forests* posters (Unicor P23-43) at the entrance to each of the sites we operate. We also have the capability of performing *Americans with Disabilities Act* self-assessments and have done so many times.

4.E.3. Equal Opportunity Employer/Equal Opportunity Service Provider

In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, RRM-CLM Services, Inc. (dba Vista Recreation) is an equal opportunity employer/equal opportunity service provider. We will accurately represent the accommodations and services provided to the public within the permit/contract area, in all advertisements, signs, brochures, and any other materials. All forms of advertising used by Vista Recreation will contain the following words:

Vista Recreation is an equal opportunity service provider.

4.E.4. Nondiscrimination in Public Service

Vista Recreation will continue to work to ensure that the public is well informed about the opportunities for camping that are available within the permit/contract area. Special efforts are taken to notify groups of diverse nationality, and those with disabilities, of the program's availability and the requirement for non-discrimination.

4.E.5. Accessibility Guidelines

Over thirty years ago, President George H.W. Bush signed the *Americans with Disabilities Act* (ADA) into law. The *Americans with Disabilities Act* was considered a landmark civil rights law, uniting advocates from many organizations in the fight against the discrimination of people with disabilities and made it illegal to discriminate in several areas, including access to government programs, services, and facilities. Vista Recreation will ensure that any maintenance, reconditioning, renovation, or improvements meet with the *Americans with Disabilities Act* and the *Architectural Barriers Act of 1968*, as well as the *U.S. Forest Service Outdoor Recreation Accessibility Guidelines* (FSORAG). Further, we understand that we are responsible for ensuring effective communication with visitors with disabilities, including those with impaired vision

and/or hearing, so that all visitors have access to information on accessible services, activities, and facilities.

4.E.6. Civil Rights Standard

Vista Recreation follows the most comprehensive version of “ban the box”. We do not conduct a background check until a provisional offer is extended. Our staff will not discriminate against any persons, regardless of race or ethnic background. Employees who are determined to have violated the civil rights of any visitor may be dismissed, disciplined, transferred, or retrained. We will offer information and assistance to all visitors equally, and will make available the brochure, *How to File a Program Discrimination Complaint* with the U.S. Department of Agriculture to any visitor that feels their civil rights have in any way been violated. Additionally, we utilize the U.S. Forest Service poster, *And Justice for All*, on bulletin boards and kiosks within each permit/contract area.

4.E.7. Spanish Friendly

Vista Recreation has always been a leader in the concession business in providing bilingual signage and interpretive materials. Many of our programs are routinely offered in both Spanish and English. In addition, our company worked closely with several members of a study team working on a special project aimed at introducing more bilingual materials in national forest recreation areas and public lands. The team used several English/Spanish signs and brochures developed by Vista Recreation for use at our U.S. Forest Service permit areas and public lands. These offerings will result in greater visitation from a particular demographic. We have used bilingual and Spanish language posters, interpretive information, and rules/regulations literature at our other permit and contract areas.

4.E.8. Facilities

Constructed features in disrepair due to lack of scheduled maintenance, non-compliance with safety codes (e.g., life safety, Occupational Health and Safety Administration, environmental, etc.) or other regulatory requirements (e.g., accessibility), or beyond the designed service life, are repaired, rehabilitated, replaced, or decommissioned. While maintaining these facilities, Vista Recreation will use environmentally preferable methods to reduce harm to the environment, and properly manage and record all wastes such as hazardous waste, universal waste, and even excluded waste.

4.E.9. Recycling & Stewardship

Recycling of all standard recyclable materials is encouraged by Vista Recreation. Our recycling programs help meet the intent of *Health and Cleanliness, Setting, and Responsiveness* standards. We implement recycling programs in all the recreation sites we operate, and we work cooperatively with the local volunteer organization that engages in recycling efforts wherever possible.

We install attractive and practical containers at each campground and other use areas where heavy use is experienced. We utilize collection centers, which hold one to three containers, providing for the various types of recycling (aluminum, plastic, glass). In lower use areas, we may only place a double unit collection center, and others where we use triple size collection centers, depending on how the visitors respond to the service. Collection centers are painted forest green unless the approved color palette for the recreation area calls for a special color. Because the design allows the recyclable materials to be deposited in attractive bins, it actually encourages use by visitors. Our company transports recyclable materials collected to authorized reclamation centers.

Bear-proof recycling center & dumpsters purchased with GT Fee-Offset funds by Vista Recreation.



Vista Recreation uses a variety of collection centers. These containers are designed to encourage a recycling mindset among our visitors and provide a convenient location for common recyclable materials discarded within the recreation areas. These collection centers tend to collect mostly aluminum cans, but other items such as plastic or glass will also be collected if the local redemption center will accept these materials.



Vista Recreation currently uses recycling signs made of recycled UV-resistant white plastic material. The universal recycling symbol and the sign text are Forest Green.

Collections of recyclable materials are made using a Vista Recreation truck or trailer. Recyclables will be gathered by a Vista Recreation employee and transferred to an appropriate transport container, which is covered before hauling in order to avoid spills on the highway. Our truck/trailer will be used to transport the bulk recyclables to the nearest recycling center for disposal. Vista Recreation will not store recyclables at campground host sites or where they will be visible (unsightly) to the public. Our effort will be to dispose and redeem recyclables as soon as a trailer is loaded. Vista Recreation utilizes uniform white vehicles and white trailers with our company logo decals. Our equipment and operation for this process is a clean operation.

We are sensitive to image and flexible to meet changing demands as necessary. Where services are available, we often use local service providers to transport collected recyclables to locations where they enter the secondary markets. Revenues received from this recycling program are used to perpetuate this service and keep it self-sustaining wherever possible. Such revenues will not be reported as official revenue under this permit or contract.

4.E.10. Waste Minimization & Reduce Regulated Waste

Vista Recreation will implement a waste minimization program in all assigned recreation sites to eliminate waste before it is generated. By using bulk products, we are able to eliminate unnecessary container waste. By storing products as recommended by manufacturers, we are able to eliminate “off-spec” waste. By purchasing only what we need and using our inventory management processes (first-in-first-out), we are able to eliminate end-of-season waste. These are only a few examples where our actions truly reduce landfill waste and thus benefit the environment.

Vista Recreation always implements a strategy of avoiding the use of hazardous products wherever possible, thus we increase worker safety and reduce regulatory obligations. We do this by avoiding products that would otherwise become hazardous waste when they become obsolete and avoiding using products that contain chemical constituents that are regulated by the Occupational Safety and Health Administration. These practices are a part of our *Safety Manual* and are updated routinely when new technologies and methodologies are identified.

4.E.11. Environmental Stewardship and Wilderness Values

One of the constant elements in managing public recreation sites is environmental stewardship and wilderness protection, since most public recreation facilities are located in or near special, even unique, natural settings. We operate campgrounds, day use facilities, and marinas near bird sanctuaries, protected wetlands, fish hatcheries, endangered species habitats, and wilderness areas. As a result, environmental stewardship is a big part of what we do, and a substantial amount of the training we perform. Our training includes:

- How employees can educate the public on protection of local resources
- Do’s and Don’ts in performing our job (e.g. chemical use and vegetation removal)
- Fire safety procedures and enforcement
- Emergency procedures
- Special local rules (e.g. cooler checks and primitive tool rules on the Juniper Springs Canoe Run)

We do a great job in part because the vast majority of our employees are attracted to our work in the first place because they love nature and the outdoors.

4.F. Safety Management

Vista Recreation takes safety very seriously and has developed an extensive *Vista Safety Program*. This program includes comprehensive attention to ensuring visitor and employee safety, compliance with all applicable regulatory obligations, as well as recreation site safety through onsite safety inspections and extensive safety training for employees.

4.F.1. Management Systems (ISO 45001)

To increase our ability to properly ensure compliance with all applicable and evolving safety regulatory obligations, we will implement *safety management systems* based on the international standard ISO 45001 at selected locations. We will implement this management system in the assigned recreation sites within the first year of the new special use permit/contract. This management system will be evaluated every year by a third-party auditor to ensure that they are properly and effectively implemented using international auditing protocols.

4.F.2. Safety Performance Monitoring

In addition to our safety management system, Vista Recreation has established new protocols to identify and document visitor- and employee-related safety hazards and preparedness measures to reduce risks. These planned measures are fully aligned with U.S. Forest Service requirements and worker safety precautions, and they protect the environment within which visitors recreate and Vista Recreation employees work. Such awareness will be provided to the Permit or Contract Administrator for this contract to complement their safety measures as well.

4.F.3. Planned Compliance and Protection

Vista Recreation will develop a series of safety plans to ensure full awareness of all regulatory obligations, translating these obligations to the specifics of the assigned recreation sites in the permitted or contracted area. Augmenting these plans are a series of operational procedures that will be used by Vista Recreation employees to ensure full compliance with all regulatory obligations and our company commitment for the protection of visitors and employees in the most positive manner.

4.F.4. Onsite Safety Inspections

As part of our comprehensive Vista Safety Program, our executive management team makes regular site visits to all our clients. During these visits, they conduct safety inspections, meet with staff to provide additional safety training, and discuss any safety questions or issues that may arise. They also have the capability to stay at any of the client locations for an extended period, if needed, to address any serious issues.

4.F.5. Safety Training for Employees

At the time of hire, all Vista Recreation employees receive a copy of our *Safety Manual*, which is part of our six-point training program for each employee. In addition, we have an extensive library of “*Safety Shorts*” available to managers to be printed out and given to employees. The *Safety Shorts* library contains over 120 different safety topics. Also available to our managers is our library of over two dozen Microsoft PowerPoint presentations on various safety topics. Managers are encouraged to present these to their employees as well, either as a group, or to provide them with computer access so they can view them on their own and then discuss them as a group. All of our employees are also offered First Aid and cardiopulmonary resuscitation (CPR) training at no cost.

While these training materials and practices are more extensive than those of our competitors, we take safety even further. We believe that safety is at the forefront of everything we do, and that safety training should be a continual process. Managers are encouraged to hold weekly or bi-weekly safety meetings with their staff, and to hold “*toolbox talks*” whenever beginning fee-offset projects or other maintenance that is outside of the daily routine.

4.F.6. Vehicle Monitoring

As the result of an internal safety audit we engaged an outside auditor to perform, we greatly increased our focus on vehicle and driving safety. As part of this program, we have installed GPS safety monitoring devices on every new truck we purchase, which allows us complete reporting of driver safety issues.

4.F.7. COVID Plan and Success

Vista Recreation has led the industry in developing comprehensive COVID response and operating plans, tailoring these both to local U.S. Forest Service requirements and (rapidly changing) county and state guidance. We also quickly developed an application (covid.camprrm.com) to allow employees to self-assess their health each day, which our company requires at all our locations. In the app, any answer that might indicate the employee is sick triggers an email to our human resources director who follows up confidentially. Because Vista Recreation operates eight large campgrounds for another agency with long-term residents, it was required to stay open throughout the year during the pandemic in 2020. Our COVID plans and app helped keep our employees and visitors safe – and continue to do so now.

4.F.8. Incident Reporting

The unexpected can always happen in the recreation world. The key to good management is to respond quickly and to learn and institutionalize lessons from accidents or mistakes. To aid this process, we have developed a proprietary online system for field incident reporting. This system captures information on employee or customer injuries, property or resource damage, customer complaints, or law enforcement issues. When the report is completed by our field management, an email is immediately generated and sent to our operations and executive team with all the details.

These can easily be shared with our partnering agencies at their preference. Overall, our online incident reporting system ensures accurate and complete reporting, expedites communications, and has improved our safety culture.

4.G. Financial Reporting and Controls

Because of its unique investment in computing technology right down to the field level, Vista Recreation offers the best reporting and cash control process in the business. Our basic cash management process is as follows:



- a. Cash is collected at the gate or by the camp host and recorded in the **Camping and Visitation Ledger**, with one line per visitor:

Camping and Visitation Ledger Period from: _____ to _____ Page _____ of _____

Location: _____

Camp Name	Site #	Use Fees			Camping \$ per night					Extra Vehicle \$ per night			Fees/Access \$ per night				
		Dates of Stay		Reservations or Discount Pass #	Total Campsite Fees	Total Extra Vehicle Fees	Total Senior/Access Fees	Total Fees	Number of People	Visitation nights 5 people	Tag or Envelope #	Vehicle 1 License / Rate	Vehicle 2 License / Rate				
In	Out	Total Nights															
Totals:																	

Note: Limit entries on this form to no more than a one-week period.

Submitted for Deposit on: _____

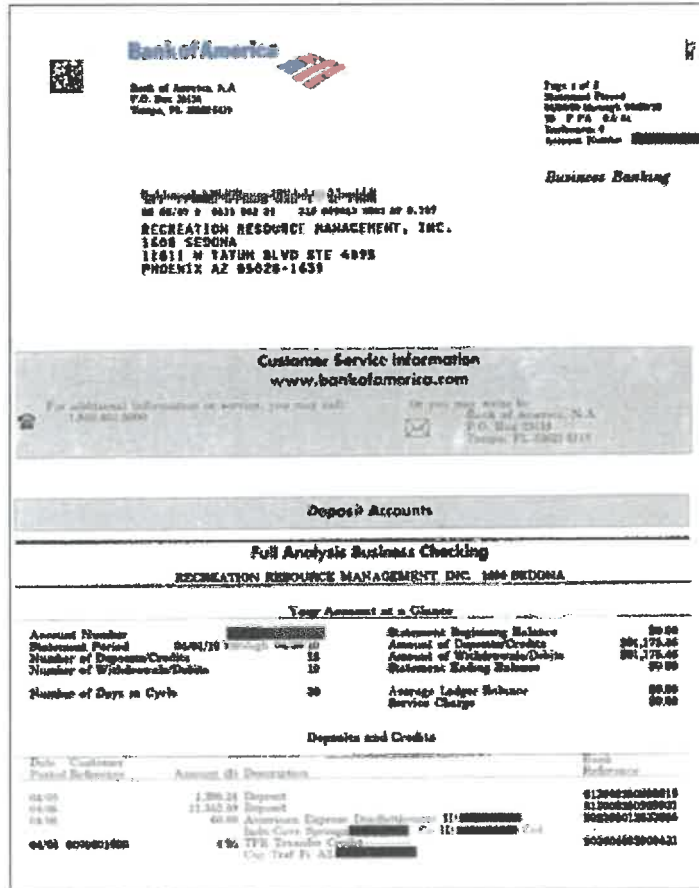
Page Completed by: (Signature) _____ Date _____

Total Fees Collected \$ _____
 Less Credit Card Charges \$ _____
 Total Cash for Deposit \$ _____

- c. Weekly revenues are collected and summarized in an Excel spreadsheet, whose cash deposit total exactly matches the weekly cash collections.

Field Revenue Worksheet																			
Camping Revenue						Visitation/Companey		Week Ending Date: _____											
Ledger Page	Camping	Extra Vehicle	Senior/ Access	Cash	Credit	Total	Campsite Num	Persons	Location										
1																			
2																			
3																			
4																			
5																			
6																			
7																			
8																			
9																			
10																			
11																			
12																			
Totals:																			
Other Revenue						Visitation		Total Revenue: \$ _____											
Day	Day Use	Firewood	Ice/Store	Showers	Water	Dump	Cash	Credit	Total	Day Use									
1																			
2																			
3																			
4																			
5																			
6																			
7																			
Totals:																			
Total Revenue: \$ _____																			
Less Credit Charge: \$ _____																			
Total Cash Revenue: \$ _____																			
Total Cash: \$ _____																			
Total Coin: \$ _____																			
Total Check: \$ _____																			
Total Deposit: \$ _____																			
*These two must about match																			
Totals:																			
Bill	# of Bills	Amount	Coin	# of Coins	Amount	Checks:	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
100's	x	= \$	\$1.00	x	= \$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
50's	x	= \$	50c	x	= \$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
20's	x	= \$	25c	x	= \$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
10's	x	= \$	10c	x	= \$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
5's	x	= \$	5c	x	= \$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
2's	x	= \$	1c	x	= \$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
1's	x	= \$				\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Total: \$		Total: \$		Total: \$		Total: \$		Total: \$		Total: \$		Total: \$		Total: \$		Total: \$		Total: \$	
										Total Checks: \$ _____									

- d. The weekly deposit is made into a dedicated bank account whose only purpose is to take deposits for a single permit/contract. No checks are written off this account and no other money is commingled. Cash is never used from these collections to pay bills directly. This allows for the most transparent possible auditing.



Bank of America
Bank of America, N.A.
P.O. Box 3420
Tampa, FL 33620-0342

Page 1 of 2
Statement Period
04/01/2018 through 04/30/2018
18 P.P.S. 03 01
Statement of
Business Banking

RECREATION RESOURCE MANAGEMENT, INC.
1808 SEDONA
PHOENIX AZ 85028-1639

Customer Service Information
www.bankofamerica.com

Deposit Accounts

Full Analysis Business Checking
RECREATION RESOURCE MANAGEMENT INC 1808 SEDONA

Year Amount at a Glance			
Account Number	000000000000	Statement Beginning Balance	\$0.00
Statement Period	04/01/2018	Amount of Deposits/Credits	\$01,175.05
Number of Deposits/Credits	18	Amount of Withdrawals/Debits	\$01,175.05
Number of Withdrawals/Debits	10	Statement Ending Balance	\$0.00
Number of Days in Cycle	30	Average Ledger Balance	\$0.00
		Service Charge	\$0.00

Deposits and Credits

Date	Customer	Amount	Description	Bank Reference
04/01		1,200.00	Deposit	01200000000000
04/01		21,342.00	Deposit	01200000000000
04/01		60.00	American Express Credit/Debit	00000010000000
04/01	0000001000	1.00	TRF Transfer Credit	00000000000000

- e. Each month, once the deposit account is reconciled and sales tax reports are completed, the USFS is sent a monthly report with full revenue reporting both by facility (i.e. each individual campground and day use area) and by revenue type (e.g. camping, day use, firewood, etc.)

Recreation Resource Management Monthly Revenue Report Full Year 2009								
Sedona								
	Barjo Bill	Silver Creek	Boothlegger	Call of Canyon	Cave Spring	Chavex Crossing Group	Clear Creek	Crescent Moon
Gross Revenues								
Camping	0.00	29,520.00	24,340.00	0.00	180,829.00	480.00	17,599.00	0.00
Day Use	18,880.92	780.00	938.00	108,577.88	1,462.00	10.00	120.00	297,928.83
Day Use - No Tax Group	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Firewood	0.00	6,388.00	3,826.00	0.00	51,738.77	738.00	2,928.50	6.00
Second Vehicle	0.00	2,405.00	69.00	0.00	1,409.00	0.00	694.00	0.00
Sudden Age	0.00	2,612.00	431.00	0.00	13,159.00	0.00	3,040.00	0.00
State Sales	0.00	0.00	0.00	2,141.80	63,004.80	0.00	0.00	1,053.29
Group Use	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Annual Pass	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Reservations	0.00	0.00	0.00	0.00	30,087.49	22,006.30	7,004.09	5,985.00
Dump Station	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Storage	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Electric	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Full Hookup	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Showers	0.00	0.00	0.00	0.00	38,747.00	0.00	0.00	0.00
Ice Sales	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Fishing Licenses	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Vending	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Carcass	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Carcass - Tax Exempt	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Overflow	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Auto Income	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Water	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Boat Launch	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Overnight Parking	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Rehabs	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Play Rental	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Scuba	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Cabin	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
NSF and Refunds	0.00	0.00	0.00	0.00	-44.00	0.00	0.00	0.00
Gross Revenues	18,880.92	41,794.00	29,593.00	175,718.88	391,950.23	23,242.30	32,948.99	804,917.30
Sales Tax	0.00	2,440.25	1,809.52	134.93	22,381.64	1,477.67	1,969.84	62.91
Adjusted Gross Revenues	18,880.92	39,353.75	27,783.48	176,853.81	369,568.59	21,764.63	30,279.75	804,980.21

Vista Recreation is able to capture and report revenue data in more detail than can any other company. We have the ability to capture revenue in as many as 30 different categories, captured for each individual site, park, or campground.

4.G.1. Landlord Access to Records

Gross revenue and visitation reports will be sent to our landlord both once a month and in an annual summary report. All detailed expense reports such as labor hours and receipts for landlord maintenance and U.S. Forest Service Granger-Thye offset projects are provided at the end of each season. All of these records are available for inspection or audit at any time. We also retain additional detail, such as our campground check-in ledgers, cash register z-tapes, bank account deposit records, credit card merchant account summaries, etc. that are not routinely sent to the landlord but are available (with some reasonable notice) for inspection and audit.

4.H. Customer Satisfaction Measurement

Vista Recreation has always provided -- and will continue to provide -- responsive and caring customer service. We explore our customer service successes from every conceivable angle. Our company is not content to merely do our best. We want to know that our customers believe we are the best. We use a variety of measurements to this end. It should be noted here that any good customer service program must include methods by which the company can measure its own effectiveness in the delivery of customer service. We solicit visitor feedback in several ways, through guest comment cards, a secret shopper program, and via online reviews.

4.H.1. Visitor Comment Cards

Vista Recreation pioneered the use of customer comment cards in USFS concessions over 20 years ago - so much so that the USFS standards prospectus materials use our comment card design as the standard format. These comment cards are made available at contact stations, kiosks, host sites, bulletin boards, and also distributed directly to Complex visitors by Vista Recreation staff. Every camper and day use visitor gets a comment card, and many fill them out, giving us an enormous source of information to improve our service. A return address to the Vista Recreation corporate address is printed on each card, in the event a visitor wishes to mail the card to us rather than leave it at the site.

Our Complex Operations Managers will review all the Visitor Comment Cards that are received within the complex. The Operations Manager will take note of any particular concerns or praises and pass along a summary of customer remarks to our field employees. The manager will screen the comments and often make an attempt to make contact with the person submitting the comment card. Vista Recreation will contact both positive and negative responses. Copies of the Visitor Comment Cards/Survey Forms are available to the USFS Permit Administrator upon request. Vista Recreation Operations Managers will immediately inform the Permit Administrator of any serious complaints, and we likewise request the same of the USFS regarding complaints received, in order that issues may be resolved or clarified as expeditiously as possible.

Thank you for visiting this recreation area.

We'd like to know how well we served you. Please take a few moments and evaluate your experience.

VISTA RECREATION

Recreation Area: _____ Date of Visit: _____

Type of Use (check all that apply)

Camping Day Use Retail Purchase Watersport Rental Cabin Rental Other

Did you receive a coupon through the reservation service? Yes No

Please let us know...

Facilities and Services:

Were the facilities clean? Excellent Good Fair Poor

How was your sense of security? Excellent Good Fair Poor

Staff:

Were our employees courteous and helpful? Excellent Good Fair Poor

During your stay, did you encounter an employee who provided you with exceptional service? Yes No

What was the name of that employee? _____

Overall Rating: Excellent Good Fair Poor

Would you return to this facility in the future? Yes No


COMMENTS:

Your Name (optional): _____
 Email / Telephone: _____

Thank YOU for taking the time to share your feedback and suggestions. Your input is important to us.

Please drop off this completed form with any staff member or scan this QR code.

Or go to www.usfs.gov/vista-recreation.com to reply online

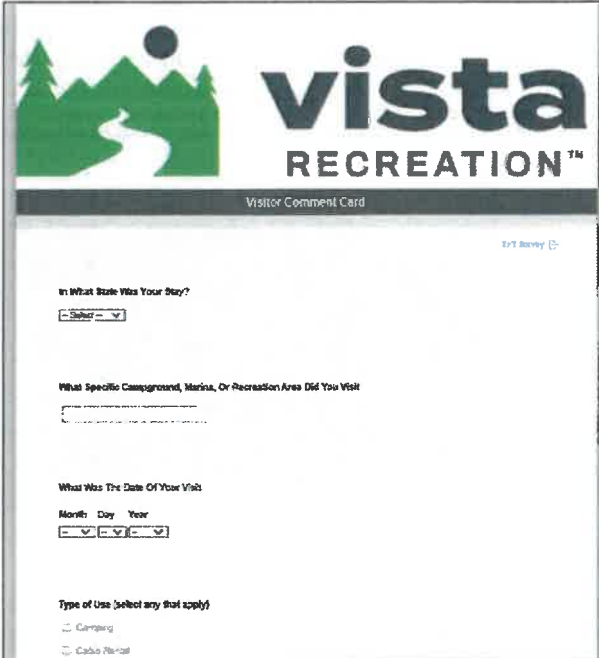


It is the policy of Vista Recreation not to publicly distribute its employment practices, or the delivery of products or services based on race, gender, age, religion, marital status, or ancestry, any person who alleges such discrimination has occurred is encouraged to write to the above address, www.usfs.gov/vista-recreation.com, or contact our grievance agency representative.

4.H.2. Real Time Electronic Feedback

Vista Recreation recently added an online and mobile commenting capability for our visitors. We have created an online customer feedback system to allow customers to conveniently provide us feedback from their computers or cell phones. You may visit the survey at comments.camprrm.com. This site uses the same feedback scores as the written comment cards. An example page from the survey is shown at right.

One of the great features of our online feedback system is that whenever there is a negative score or comment, that survey can be routed directly to both the local manager and the Vista Recreation president. Over the last few years, Vista Recreation has often been able to remedy the customer's issue before leaving the recreation area. Here is an example of the email our President receives when we get a poor score (fortunately, very infrequently). This email includes all the customer's comments, as well as the customer's contact information if they were willing to leave it.

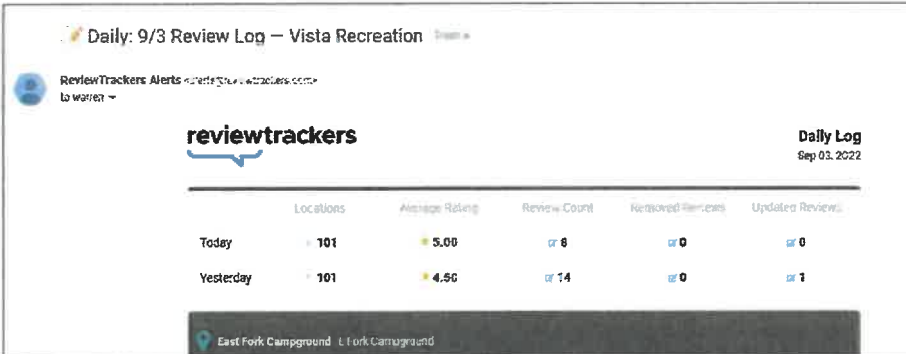


The screenshot shows the 'Visitor Comment Card' survey form. It includes the Vista Recreation logo at the top. The form contains the following fields:

- In What State Was Your Stay?**: A dropdown menu with 'Idaho' selected.
- What Specific Campground, Marina, Or Recreation Area Did You Visit**: A text input field.
- What Was The Date Of Your Visit**: Three dropdown menus for 'Month', 'Day', and 'Year'.
- Type of Use (select any that apply)**: Radio buttons for 'Camping' and 'Cabin Rental'.

4.H.3. Online Reviews (Tripadvisor, Yelp, etc.)

Increasingly, much of our feedback from customers comes via online review sites like Tripadvisor, Google, Facebook, Yelp, etc. We track all online reviews via a subscription to ReviewTrackers, which consolidates review activity from multiple sites into one analytics package and daily email alerts. For example, our President receives the following morning report daily:



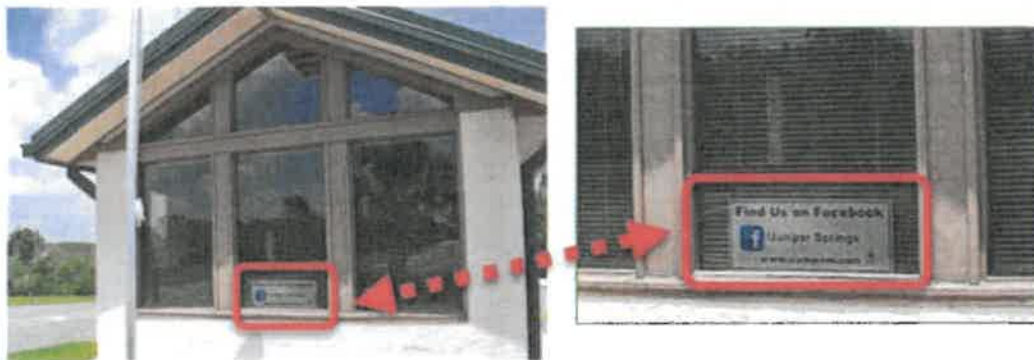
The screenshot shows a 'Daily Log' report for 'Sep 03, 2022'. The report is titled 'Daily: 9/3 Review Log - Vista Recreation' and includes a 'reviewtrackers' logo. The data is presented in a table with the following columns: Locations, Average Rating, Review Count, Removed Reviews, and Updated Reviews.

	Locations	Average Rating	Review Count	Removed Reviews	Updated Reviews
Today	101	5.00	6	0	0
Yesterday	101	4.56	14	0	1

At the bottom of the report, a location is listed: 'East Fork Campground | Fork Campground'.

Social media like Facebook has become a huge resource for creating a real-time dialog with our customers.

Every Vista Recreation-operated recreation area in the country has a dedicated Facebook page on the Internet. In addition to the marketing benefits derived from Facebook, our pages are designed for visitors to share feedback, tips, reviews, and experiences in our permit areas, and to give more immediate feedback on needs and issues to our local managers. Every Vista Recreation manager is trained to monitor and respond to visitor questions via their assigned Facebook page. We had new signs made for our campgrounds (and will for this permit area also), directing visitors to our Facebook pages, such as the one shown on the following page at Vista Recreation’s Juniper Springs Recreation Area on the Ocala National Forest:



We understand that some organizations often cannot access Facebook from their offices, so below is an image from one of our many campground Facebook pages. Check out the great dialog we have with customers:

Search

Rock Creek Canyon Campgrounds

Sports/Recreation Activities · Torrey Pines, California · [Edit Info](#)



Wall

Share [Status](#) [Photo](#) [Link](#) [Video](#) [Question](#)

Write something...

Rock Creek Canyon Campgrounds
 Today we have clouds, but no rain so far. We had thunder and lightning yesterday, maybe today, then clear. The lake has people fishing on it and enjoying the cooler weather. Keep an eye out for our rangers. Plenty of room left.
 723 Impressions · 0% Feedback

Rock Creek Canyon Campgrounds
 The weather has been beautiful, warm nights in the 40's and warm days in the high 70's. The mosquitoes are still a problem, but that is the only one. They will be gone in a short while. We still have 2 bear traps on Rock Creek Lake. We had a great crowd over the 4th weekend, but now we are emptying out, so bring up your family and go camping with us. There are plenty of things to do up here.
 566 Impressions · 1.39% Feedback

Tamara Wilkes Salaswell Sorry I missed you, this year. Rock Creek. Maybe next year.
 July 4 at 1:55pm · Like

Sarah's Stevie Sozzani I'm ready to come back. Loved to in spite of the mosquitoes.
 July 5 at 12:29pm · Like

myCampsiteReviews.com
 New campgrounds added - Rock Creek Canyon Campgrounds visit www.mycampsite-reviews.com to add your review!
 myCampsiteReviews.com · Camp - Review - Photos
www.mycampsite-reviews.com

Rock Creek Canyon Campgrounds
 Fish and Game stock yesterday with lots of Trout. Fishing has been great. We still have plenty of campsites available for the weekend.
 723 Impressions · 0% Feedback

Nathan Hewes
 I have a question about the bears. Do I need to lock food in a bear lock box, or can I keep it in my travel trailer in the fridge or cabinets? Next question, if I want to camp in East Fort, or up near the lake would I need reservations for early next week, any Sunday and Monday? Is there any new rules or things besides bears that I need to know, I have not been here in 18 years? Thank you ahead of time.
 July 12 at 6:27pm · Like · Comment

Carry Anderson-Bear I have never had a problem with food in my trailer. I just don't leave it out for the bear to see. Go on line to see if you can book a site or go to the non-reserve sites. There is always something just bring your own shade because some of the sites don't have any. There have been some campground thefts so take care of your stuff. Have a GREAT time!
 Yesterday at 11:55am · Like

Rebecca Hewes Thank you Nathan,
 19 hours ago · Like

Kenny Goggins
 Are all the camp grounds open on rock creek?
 July 12 at 12:02pm · Like · Comment

Rock Creek Canyon Campgrounds
 All the campgrounds are open in the rock creek canyon.
 July 15 at 11:06am · Like

Kenny Goggins Thank you coming up on the 24 it hope the lake will be stocked with big trout
 July 15 at 12:56pm · Like

Rock Creek Canyon Campgrounds
 Today it is snowing, just light flakes melting as soon as it hits the ground. We are supposed to have a great weekend this 4th of July. With great weather, and good crowds. We still have plenty of great campsites open, so come on up and see us.
 756 Impressions · 0.40% Feedback

Elizabeth Griffith Laitole Love it! Thanks for the update.
 June 29 at 12:52pm · Like

Kimberly Murphy
 Do you have any campers running into bears on the trails?
 July 8 at 10:59am · Like · Comment

Marilyn Aragon We have stayed here a few times, never seen a bear yet. Only in the areas of mammal?
 July 1 at 1:56pm · Like

Carry Anderson-Bear Bear at Rebecca last week.
 Yesterday at 12:01pm · Like

David Adams
 Planning our first trip to this area Aug 1st for a week. Three teenagers and two adults. Need a great view camp site with room for two tents and screened kitchen tent. Any suggestions? Also bringing tandem kayak for lake cruises. Maybe there is a site that we could easily get in without hauling kayak by truck to the lake each time the teens want to head out. Also do we need to bring firewood or is that plenty in the area? Last thing, how are night time temps in August?
 July 12 at 12:53pm · Like · Comment

Rock Creek Canyon Campgrounds
 All the campgrounds are open in the rock creek canyon. All the campgrounds are open in the rock creek canyon. All the campgrounds are open in the rock creek canyon. All the campgrounds are open in the rock creek canyon. All the campgrounds are open in the rock creek canyon.
 July 12 at 12:53pm · Like · Comment

4.H.4. Secret Camper Program

Vista Recreation maintains a “secret shopper” program where a third party will call or visit our various operations and grade our customer service agents and hosts on:

- ❖ Did they identify themselves by name?
- ❖ Did they answer the questions correctly?
- ❖ Was the information provided to the customer complete?
- ❖ Where they courteous and helpful?
- ❖ Did they handle the transaction correctly, including hang tag and receipt?

We use the information from our secret camper program to highlight our employees' customer service excellence. We also apply the insights gathered to make improvements that ensure we continue to delight our customers during their visits.

4.H.5. Responding to Customer Service Issues / Customer Service Quality Assurance

Vista Recreation not only strives to provide excellent customer service at all our managed facilities, but we have implemented a number of steps to ensure quality service wherever we operate. Measurement of customer service is useless without an active process to do something with the data:

- All Vista Recreation managers have several **customer service metrics** on which they are scored. Staff discusses customer service metrics at regular staff meetings.
- All complaints are investigated personally by Vista Recreation President Warren Meyer or Vice Presidents of Operations Excellence, Dori and Jerry Clark.

Here is perhaps the most important aspect of our program: We are set up with the resources to react quickly to problems, because the fact is there are always unexpected problems in public recreation. If a host leaves suddenly, we have the best resources in the business for quickly getting a new host in place. When our metrics indicate a problem, we try to make improvements as quickly as possible.

4.I. Marketing Capability

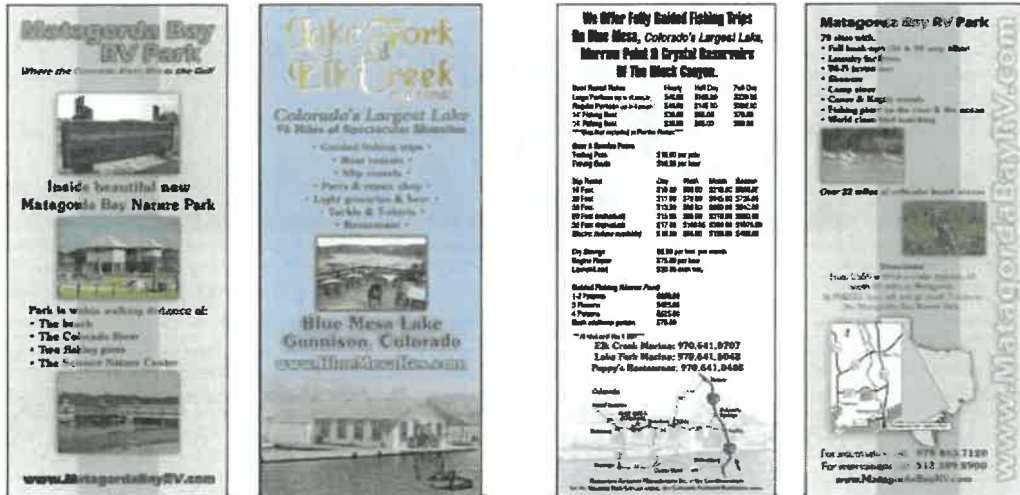
Vista Recreation works to partner with our permitting authorities to help advertise and market the resources we help manage.

4.I.1. Traditional Media

Every property does not always benefit from advertising. For example, some may be too small, or others may already be at capacity. However, Vista Recreation has active advertising programs in place for many of our concession properties. For example, we place ads in camping guides like Woodall's and Trailer Life:



We also produce quality rack cards that we have distributed through a contract with Certified Folder into hotels, restaurants, and visitor centers:



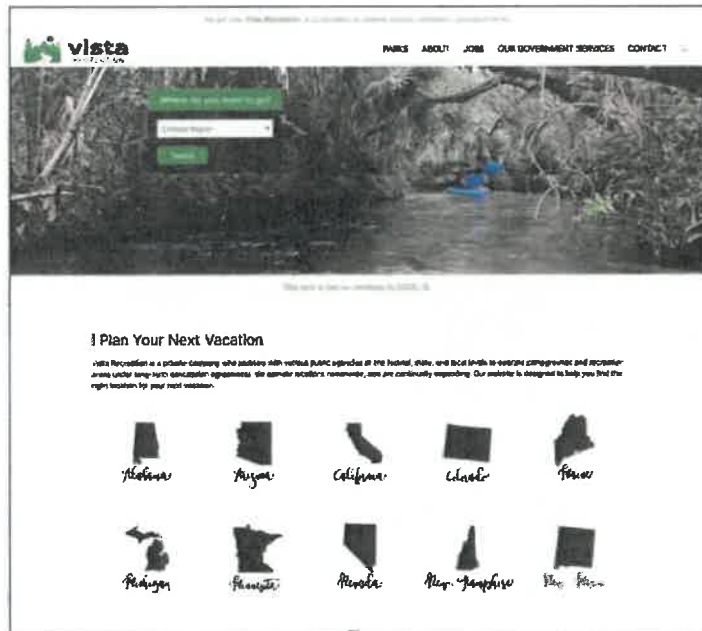
The brochures would help customers see at a glance all their local developed recreation options in the District, and provide maps and driving directions. We have no desire to conflict with current USFS brochures or public affairs programs. This rack card proposal would be entirely optional, and subject to the USFS pre-approval.

We also have a professional PR firm on retainer. We used them, for example, when opening a new snow-play area in Flagstaff. We got the opening of this facility on every major evening news broadcast in both Flagstaff and Phoenix, while also getting a lot of good print coverage. Additionally, our PR firm promoted our facility near the nature wilderness area on Matagorda Island, TX. Several publications have asked us if we have more such wilderness camping experiences, and we intend to promote the Juniper Springs area next.

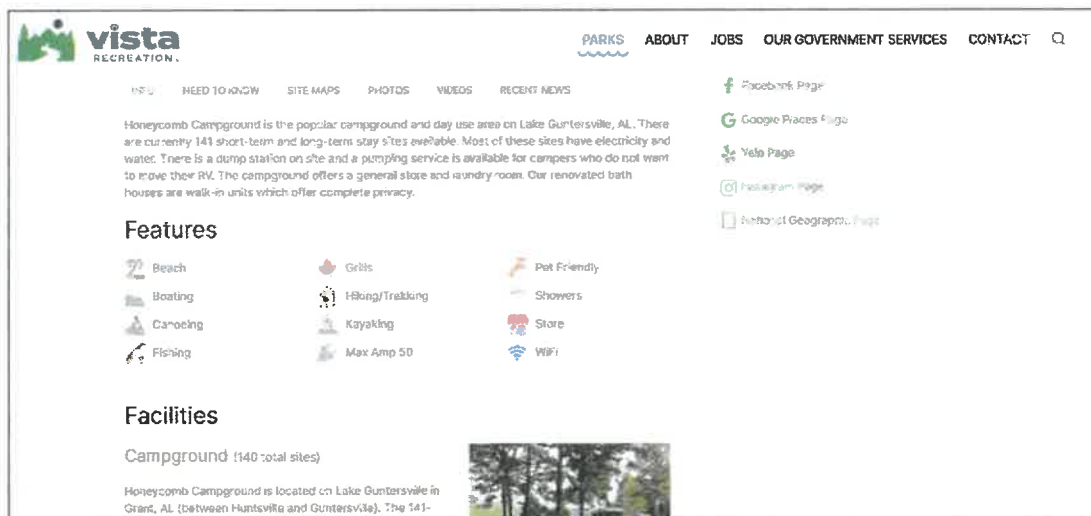
Finally, we also try to support local businesses and chambers of commerce, and we usually advertise in a number of local publications, from yellow pages to tourist maps.

4.1.2. Web Marketing

In addition to brochures, local newspaper ads, and other traditional tools, Vista Recreation has made significant investments in a suite of world class web sites. No other concession company can match our capabilities in this area.



www.camprrm.com home page sample



www.camprrm.com information page sample

Our main www.CampRRM.com web site is designed to provide the public with timely information about our sites our sites and nearby attractions.

The Vista Recreation web sites get over 500,000 visitors and over a million page views (not just “hits”, which is a fairly meaningless number) each year. These sites provide valuable information to attract both new visitors as well as quality employees.

We can say with great confidence that Vista Recreation has the best web site of any concessionaire for making more people aware of the recreation opportunities in this permit. Why? Well a web site is worthless if no one ever finds it, and this is where Vista Recreation excels. The key is in the search engines.

People don't memorize web site names – they search for them on Google and Yahoo and other search engines. Customers aren't going to search for Vista Recreation or Thousand Trails or AL&L – by and large customers don't know the names of the concession operators. If customers know enough to search for, say, "Crescent Moon" or "Manzanita", they are going to get the information they need, because the USFS web site and the Reserve America web site come up high in the search (as does the Vista Recreation website).

All together, we run a large number of web sites which support each other to educate customers about the recreation opportunities at the facilities we operate. A partial list of our web sites is shown below:

Sample Vista Recreation Web Sites

CampRRM.com	Our main customer site
CampHost.org	Site to attract employees
RecreationManagers.com	Site for our government partners

(And many others, with more routinely added.)

4.I.3.. Marketing Strategy

Advertising expenses for national forest campgrounds are relatively low since outdoor magazine articles, newspapers, fishing reports, RV magazines, boat manufacturers and dealerships, Chambers of Commerce, among other media sources all promote our recreation areas. Vista Recreation does provide information to local radio and media on campground conditions, occupancy levels and upcoming interpretive talks or shows. We also provide maps, regulatory information, and demographics of the area. The Recreation.gov service is updated each season with changes in our campgrounds and reservation status.

In our permit marketing activities, our overall goal is to build awareness that these recreation opportunities exist in the customer base and to provide information they might need for their visit. Most of our strategies for attracting visitors go beyond traditional advertising, such as those listed below.

❖ **Marketing Strategy Number 1, Promote and Protect our Public Partner's Brand**

We are committed to supporting our permit administrators brand through consistently delivering high-quality services with the goal of improving satisfaction among visitors to the permitted area. To accomplish this goal, we provide our employees with in-depth training that prioritizes customer service, emphasizes the importance of maintaining a professional work appearance and a clean work environment, and builds their knowledge

and skills on an ongoing basis. The President of Vista Recreation looks at the reviews every morning to determine if an action needs to be taken.

❖ *Marketing Strategy Number 2, Keep Fees Reasonable*

Customers looking for a low-cost, natural recreation experience are a very large part of our customer base. The only small silver lining to periodic economic recession periods is that these bring many new customers to our National Forests seeking recreation value. Therefore, the most important thing we can do for our customer base is to keep fees reasonable and, as such, we are proposing, as discussed in the Operating Plan as well as in the fee section, to keep fees as stable as possible over the special use permit term.

❖ *Marketing Strategy Number 3, Provide Great Customer Service, No Visitor Left Behind*

The Internet age provides both a challenge and an opportunity to service businesses. Every poor customer experience has a high probability of showing up on the Internet for everyone to see. But, by the same token, customers will also post their good experiences. Above, we discussed the process our company uses to gather visitor feedback and respond to online reviews. Our President, Warren Meyer, focuses personally on every negative review and complaint received. The key to this strategy is not just looking at reviews but learning from them. Customer complaints and concerns are investigated, and any necessary corrective actions are taken. Where possible, we try to convert the visitor to a satisfied customer.

❖ *Marketing Strategy Number 4, Internet Presence*

Vista Recreation has made significant investments in a suite of world-class web sites. All together, we run several websites that support each other and are designed to educate customers about the recreation opportunities at the facilities we operate. Our websites attract over 500,000 visitors and over a million page views each year. These sites provide valuable information to attract both new visitors as well as quality employees. Our main website, www.CampRRM.com, is designed to provide the public with timely information about our sites and nearby attractions.

❖ *Marketing Strategy Number 5, Social Media*

We embarked on a major investment program to bring social media tools to our visitors. Nothing is more valuable to campers and people enjoying the outdoors than to see descriptions of experiences from other visitors. As such, we have created several ways for visitors to share their experiences in this permit area including on *Facebook*, *Instagram*, and *YouTube*. Our social media sites give us the ability to provide customers up-to-date news and alerts about the permit area they are visiting or planning to visit.

Our *Facebook* pages are designed for visitors to share tips, reviews, and experiences in the permit area, and to give more immediate feedback on needs and issues to our management. We have signs at the campground directing campers to our Facebook pages, such as the one shown.

We also maintain a dynamic *Instagram* presence, showcasing all campgrounds, day use areas, marinas, cabins, and other recreation areas with high-quality images of these beautiful places. Our *Instagram* account is constantly managed and updated, which helps enhance the public image of these special places. Utilizing the platform's business tools for sponsored ads, stories, and insights enables us to track impressions and understand how to reach new recreation markets.

In addition, virtual campground tours are available on our website and *Facebook* pages, as well as on *YouTube*. These videos provide a sense of a campground and are especially popular with first-time visitors.

❖ *Marketing Strategy Number 6, Interpretive Events and Kids' Programs*

One of our biggest marketing initiatives is to encourage the next generation to become interested in the outdoors. Every year, we provide free use as a community service to thousands of kids from youth groups, schools, scout troops, etc. At many locations, we provide complimentary entry for school field trips, and to various community groups. We also work with the *American Recreation Coalition*, *Friends of the Forest*, and the U.S. Forest Service to participate in formal programs designed for children.

❖ *Marketing Strategy Number 7, Spanish-Friendly*

Our company has always been a leader in the concession business in providing bilingual signage and interpretive materials. All of our programs.

❖ *Marketing Strategy Number 8, Community Service*

Vista Recreation is constantly in touch with community groups, coordinating their stay in the Forest, and in some cases providing free or discounted use, particularly for groups trying to introduce children to outdoor recreation, such as *Care Camps*. Through its charitable fundraising efforts, *Care Camps* provides necessary support to send children with cancer to medically supervised cancer camps where they can have fun building awesome friendships, feel the joy that comes from camping and spending time in nature, make memories that will help them heal, and ultimately return home feeling renewed and filled with hope! Since joining efforts to fight cancer, we have hosted Lap of Love events at several campgrounds. These events inspire both our guests and employees to consider a child fighting cancer and to know the power of spending time in the great outdoors!

5. Operations Capabilities

5.A. Campground, Lodging & Day Use Operations

Vista Recreation is now one of the largest and most active concessionaires for public agencies in the country. We currently operate over 520 great public campgrounds and recreation areas across the country and serve over 10 million visitors a year.



Example Primitive Campground

This campground near Flagstaff, AZ is an example of a primitive campground beautifully maintained by Vista Recreation

Example Complex Campground

This campground near Ocala, FL is an example of a very developed campground managed by Vista Recreation. At this facility, we not only manage a large campground but also a store, group use pavilion, day-use beach area with lifeguards, cabins, and a canoe run.



Example Cabins

In 2006, California State Parks offered Vista Recreation the opportunity to take over an aging primitive campground loop and refurbish it by installing 24 camping cabins. CSP director Ruth Coleman was personally involved in the project and helped select Vista Recreation as CSP’s partner.



5.A.1. Vista Recreation Lodging Experience

Vista Recreation has more than forty (40) years of experience in the recreation lodging industry ranging from hotel rooms to glamping units.

Please find below a sampling of our lodging experience with a vast array of business partners. For additional locations and information, please refer to Section 2.B. herein.

Katherine Landing Recreation Company

Location: Lake Mead Recreation Area
 Agency Partner: National Park Service
 Address: 2690 Katherine Spur Rd. Bullhead City AZ. 86429
 Room Types:

- Large two-story hotel complex with 31 individual rooms.
- Two single story hotel complexes with 12 individual rooms
- Two Stand-alone Bungalows with 3 rooms each
- Stand-alone residence house that sleeps 12
- Total sleeping capacity is 178 in 49 rooms and the resident's house, 15 of the units are equipped with kitchens.
- Full linen service and all kitchens equipment supplied

Lake Hemet Recreation Company

Location: Lake Hemet
 Agency Partner: Lake Hemet Water District
 Address: 56570 Highway 74 Mountain Center CA. 92561
 Room Types:

- Ten (10) Park Model Cabins sleeping 6 each (60) total (Optional linen service)
- Two Park Model Kitchen Cabins sleeping 8 total
- Ten Seasonal Glamping units (May thru October) sleeping 4 each (40) total
- Total Sleeping capacity is 108 in 10 cabins, 10 Glamping units and 2 Park Model kitchen units.
- Full linen service and all kitchen equipment supplied

Lake Camanche Recreation Company

Location: Lake Camanche
 Agency Partner: East Bay Municipal Water District
 Address: 2000 Camanche Road, Ione CA, 95640
 Room Types:

- Sixteen (16) Cottage Cabins (15 units sleep 4, 1-unit sleeps 5) with full kitchens sleeping up to 65 guests total.
- Four Park Model Cabins with full kitchens sleeping 4 in each unit (16 guests total)
- Two Stand alone homes with full kitchens sleeping up to 12 in each unit (24 total)
- Three Glamping units sleeping 4 guests. (12 total)
- Total Sleeping capacity is 117 in 3 Glamping units, 4 Park Model Cabins, Two homes, and 16 cottages.
- Full Linen service and Kitchen equipment provided

Monterey Lakes Recreation Company

Location: Lake Nacimiento
 Agency Partner: Monterey County
 Address: 10625 Nacimiento Lake Drive, Bradley CA. 93426

- Room Types:
- Fourteen (14) Condo style lodges, (5) are 4 sleeper units and Nine (9) are 8 sleeper units with full kitchens
 - Five (5) Park Model Cottages each sleeping up to 4 with full kitchen units
 - Five (5) 32' R.V. Trailers sleeping up to 6 in each unit (Optional linen service) with full kitchens
 - Total Sleeping Capacity is 142 in Five Cottages, Fourteen Condos and five rental R.V. Trailers.
 - Full linen service and kitchen equipment provided.

Drakesbad Guest Ranch (operated for 40 years up to 2018)

- Location: Lassen National Park
 Agency Partner: National Park Service
 Address: 14423 Chester Warner Valley RD. Chester, CA 96020
 Room Types:
- Drakesbad is a 19-room historic (1940's) all-inclusive Guest Ranch in Lassen Volcanic National Park. (Meals Provided) With full house-keeping services.
 - Rooms varied from single room cabins and duplex, to rooms in the historic Lodge.
 - Sleeping capacity is 85.
 - No kitchen units, Linen service provided.

Big Basin State Park

- Location: Big Basin State Park
 Agency Partner: California State Parks
 Address: 21600 Big Basin Way #4, Boulder Creek, CA 95006
 Room Types:
- 36 tent cabins, hard sided with canvas rooms in traditional camping loop formation. Guests had an option of standard or full amenity cabins. Each cabin contained two platform beds, table chairs and a wood-burning stove.
 - Sleeping Capacity: 4 people per unit/ 144 total capacity

Vista Recreation has a history of renovating and improving existing structures, as needed and desired by the partner agency, as shown below:

Before Renovations

After Renovations



5.B. Camp Store & Restaurant Operations

Vista Recreation has or is currently running concession stores in a number of states. Of particular note, our past contracts include large dedicated store operations in Patagonia Lake (AZ), Burney Falls (CA), Clear Lake (CA), Lake Piry (CA), Blue Mesa Lake (CO), Alexander Springs (FL), Juniper Springs (FL), Twin Knobs (KY), Zilpo (KY) and Slide Rock Park (AZ). Vista Recreation runs small camp stores in a number of other locations. In all cases, Vista Recreation has a proven record of running an attractive, well-merchandised operation with tight financial controls.



Example Historical Camp Store (Exterior)

This camp store at Big Basin was a historical camp store operated by Vista Recreation before it was lost in a fire in 2020.



Example Camp General Store (Exterior)

This camp general store at Honeycomb Campground in Alabama is operated by Vista Recreation.





Example Marina Camp Store (Interior)

Vista Recreation manages this large marina store at Katherine's Landing. This location also offers boat rentals to customers.

As mentioned above, Vista Recreation runs concession stores at dozens of campgrounds and recreation areas. Below are some examples of other stores we operate. In every case below, all the interior buildout and displays were our investment, including the large concession building at Burney Falls SP where we designed and built the entire store building.



5.B.1 Food Service

Vista Recreation has extensive experience providing multifaceted food service at many of our operations. Our full-service approach reflects our commitment to excellent food prepared with the freshest ingredients possible. Food made with fresh organic vegetables, whole grains, naturally raised meat and poultry is healthier and tastes better. You can taste the difference in the food at all our Vista locations.

At some of our locations where there is a need for convenience of a quick meal or snack, prepared foods, with the active recreationist in mind, dominate the offering.

Regardless the style or service, we will make every effort to offer a full range of alternatives that include healthy foods that are low in processed sugar or unsaturated fats. Patrons will have those choices clearly identified in our menus and posted bill of fare.

Our food and beverage services also include quick picnics-to-go, fresh prepared sandwiches and salads.

Many of our locations offer relaxed outdoor seating and breathtaking, scenic views. Locations are often frequented by various bus or travel tour groups who take advantage of our



ability to prepare box lunches, including vegetarian and other special needs options. Our food and beverage operations often include Event Management services. We have served meals to as many as 3,000 persons at large gatherings, often on food preparation equipment gathered specifically for the event and not readily available at the site.



Vista Recreation provides food service at the following locations:

Location	City/State	Agency Partner
Lake Hemet	Riverside County, California	Lake Hemet Municipal Water District
Angel Island Cafe	San Francisco Bay, California	California State Parks
Katherine Landing	Lake Mohave Marina, Bullhead City, Arizona	National Park Service
Lake Chabot Marina & Cafe	Castro Valley, California	East Bay Regional Park District
Clair Tappaan Lodge	Norden, California	Sierra Club
Lake Nacimiento	Monterey County, California	Monterey County Parks Department and Monterey County Water Resources Agency

Each location has a unique menu, fitting the agency partner's requirements and preferences of visitors and the local community. The specific menu for this location would be determined upon awarding of the permit. Below is a sample menu from one of our permit areas:

Appetizers

Calamari Strips

Soup & Salad

Spinach Salad

Chicken Taquitos
 Nachos
 Jalapeno Poppers
 Onion Rings
 Elote (grilled Mexican street corn)
 Crab Cakes
 Shrimp Cocktail

Lunch & Dinner

Ahi Poke Bowl
 Smoked Salmon Tacos
 Swordfish Tacos
 Marinated Skirt Steak Tacos
 Jamaican Jerk Chicken Tacos
 Tacos al Pastor (grilled pork)
 Octopus Tacos
 Shrimp Tacos al Pastor
 Shrimp Diablo Tacos

Chipotle Salad
 Caesar Salad
 Clam Chowder
 Tortilla Soup

Desserts

Key Lime Pie
 Lava Cake with Vanilla Ice Cream
 Giant Coconut Pineapple Muffin
 Soft Serve Ice Cream

Beverages

Specialty Coffee Drinks
 Chai Tea
 Iced Tea
 Lemonade
 Soft Drinks
 Local Microbrews
 Local Wines

Vista Recreation will ensure healthy food options are available for purchase at the Store and Cafe, following the guidance of the National Alliance for Nutrition & Activity. Prices will reflect comparable food items of similar types from local commercial outlets, and such prices will be clearly stated in signs accompanying this group of retail items.

5.C. Marina Operations

Vista Recreation runs canoe and boat rentals in nearly every state it operates in. The largest operations are in Colorado at Blue Mesa Lake, in California, at Burney Falls and Lake Piru, in Arizona, at Patagonia Lake, in and in Florida, where Vista Recreation manages two canoe runs.

The marina we operate under contract with the National Park Service at Blue Mesa Lake (in the Curecanti NRA) has over 300 slips and well over a million dollars of investment by Vista Recreation. The heavy winter freezes and widely fluctuating lake levels add operational challenges to this marina, where we also operate two stores and a restaurant.



In a large number of cases, Vista Recreation has inherited docks and rental boat fleets in these concessions that had substantially deferred maintenance and were well below our standards in terms of providing a quality customer experience. In each case, Vista Recreation has worked with our landlord to find ways to improve the facility condition, and we have invested substantial amounts of money both in new boats and in environmentally friendly new engines.

For example, a couple of years before Vista Recreation took over at Blue Mesa Lake, the NPS conducted an extensive environmental audit. The previous concessionaire had problems so grave that the report was red-flagged all the way to the Washington office. None of these problems were ever fixed, and Vista Recreation inherited them all. After just one year under Vista Recreation's management, the facility was again inspected by the EPA and the NPS and passed all inspections. Both the Washington and Denver offices of the NPS commented on how pleased they were with Vista Recreation's efforts.

5.C.1. Boating Safety

Vista Recreation makes boating safety a priority. We have even exited operations where we did not believe local law enforcement or our landlords gave us enough support in ensuring a safe customer experience. As an example of our safety process, here is our canoe rental process at the Juniper Springs canoe run (called by travel expert Bob Sehlinger his favorite attraction in Florida – this from the man who writes the best-selling guidebooks to DisneyWorld and Universal Studios!)

Vista Recreation's responsibilities include not only renting canoes but also conducting video safety

training, ensuring all passengers have proper flotation devices, and running a van service to backhaul canoes and guests back to the starting location. Below are some images from our canoe rental and re-haul operations at Juniper and Alexander Springs:



Initial Rental



Video safety and environmental stewardship training



PFD Storage



Canoe Storage and rehaul van



More happy and Satisfied Customers!

5.D. Rentals, Safety, and Stewardship Operations

Campground Boat Rentals

Vista Recreation operates a number of lakeside boat and canoe rental services at the campgrounds we operated. In Florida, for example, Vista Recreation operates two canoe runs (5 and 8 miles respectively) where it is responsible not only for rentals but also for returning customers and their canoes back to the start area.



Safety

Vista Recreation is constantly focused on the safety of its customers and employees. The picture at the left shows an innovative approach to boat safety, with a small theater built to show customers a looping boater safety tape. This is the training center for our canoe run at Juniper Springs, in Florida.

Preservation and Environmental Stewardship

One of Vista Recreation's key missions has always been to carefully protect the environment and the resources under our care.

For example, at right is the beautiful and historic Mill House at Juniper Springs, which now serves as a museum. We work closely with the Forest Service and other agencies to provide interpretive programs to our visitors at many of our sites.





Managing Crowds & Busy Locations

Vista Recreation is experienced at handling very high traffic day use facilities where lines and crowds present their own unique challenges. At left is an example holiday weekend with boaters enjoying the holiday weekend at the facility we manage in the Ocala National Forest at Silver Glen, Florida.

5.E. Strong Finances

Our company has never had the goal of becoming large just for the sake of being large. Until 2020 we grew slowly and steadily over many decades. However, by 2020, it became clear that to go to the next level with what was needed to serve visitors, we needed a larger organization with more resources. Some of the challenges include:

- Ability to finance capital improvements to campgrounds
- Large investment in new HRIS system
- New executive capability in HR, safety, finance, and business development
- Investment in ISO 14001 environmental and safety processes

It is a fact of small companies that it is almost impossible to get bank financing under a certain size, but fairly easy once a company clears that size hurdle. In 2021 we expected something like \$4 million in net income on \$30-35 million in sales -- every dollar of which (and more) we reinvested in equipment for and improvements to the public lands we manage.

5.E.1. Investing Our Capital

Not only does Vista Recreation, effectively manage hundreds of campgrounds around the United States, we are also committed to investing our own private capital into redeveloping public recreation areas. We focus on locations where public agencies don't have the capital and/or the expertise to overcome past deferred maintenance or to keep up with the addition of popular new amenities demanded by the public. Our approach is as follows:

- Vista Recreation invests its own capital into public recreation areas to both repair deferred maintenance issues and add new amenities.
- Any and all modifications and investments that Vista Recreation makes are subject to our agency partner's pre-approval.
- Vista Recreation will staff, clean, operate, and maintain the recreation sites and new

additions, and will market the park to attract new visitation.

- Vista Recreation operates under a 20- to 30-year contract in these situations, and throughout this contract, the partnering public agency receives a percentage share of the revenue.
- At the end of the contract, the public agency gains ownership of all the modifications and amenity additions that Vista Recreation has invested in.

This approach provides a large benefit to our public partners as not only are all campground improvements and reconstruction done solely with our own capital, but at the end of the contract, those improvements belong to the public partner, who has also been receiving a share of the revenues throughout the whole contract. Without our investment, some of these campgrounds would have to shut down or would have stayed closed. This capital investment is how Vista Recreation helps to separate itself from other concessionaires as we are dedicated to putting our own time and money into improving these campgrounds so that the public can more fully enjoy them.

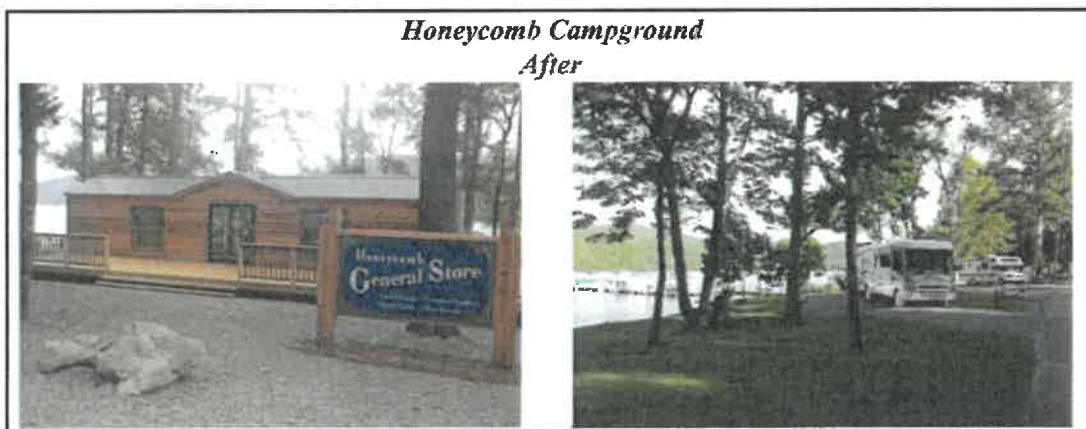
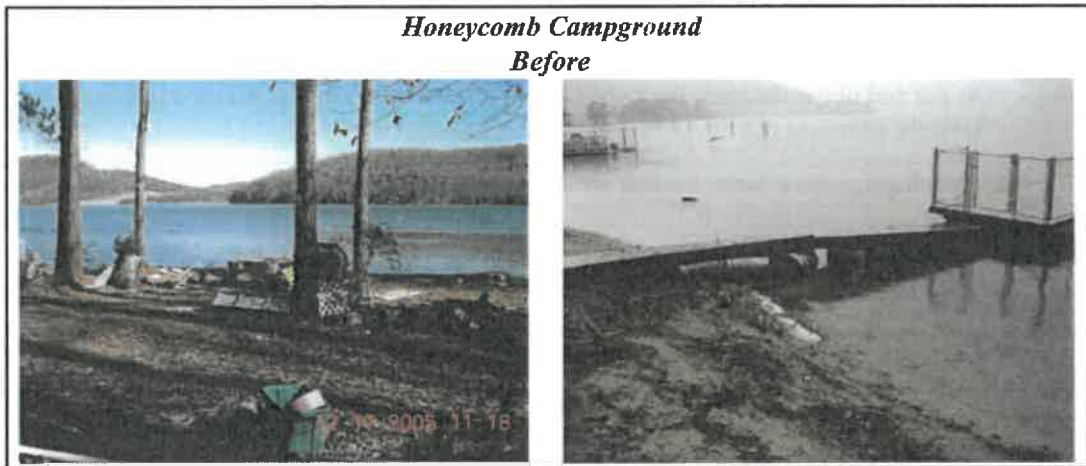
Case Study 1: Honeycomb & Yarberry

In 2008, the TVA approached Vista Recreation (based on its reputation for operation of public campgrounds) to see if there was anything we could do to reopen a large 130-plus campsite campground and recreation area named Honeycomb Campground on Lake Guntersville in Alabama. The TVA had recently closed the campground and kicked out a local concessionaire that had turned the overnight campground into a large under-maintained trailer park.

Vista Recreation agreed to take on the refurbishment of Honeycomb, and we have invested over \$1 million to date in exchange for a 30-year operating contract. All improvements become the property of the TVA and we pay the TVA a concession fee of around 5% of revenues. The improvements we made include the following:

- Clearing of brush, repair of drainage issues
- Paving and redefinition of sites
- Rules enforcement, on-site staffing, housekeeping
- Addition of electric and water at all campsites
- Added a gatehouse
- Added a store and laundry
- Added cabins (initially permanently placed RVs)
- Added new covered docks, and added power connections at all docks
- Added a group facility
- Added a playground

The results can be seen below -- revenues increased from \$50,000 a year before the campground was closed to over \$800,000 a year under Vista Recreation management.



After our success at Honeycomb, the TVA asked us for a proposal to do the same thing at Yarbberly Peninsula in Tennessee. Yarbberly was in even worse shape, but with a plan similar to that at Honeycomb and with a similar size investment, we have converted it into a showplace. Most recently we added over 40 new campsites and a new bathroom building to expand the facility, as it is full literally all the time.

The Honeycomb and Yarbberly stories are described in more detail in a presentation to the Department of the Interior at <https://youtube/yoBXUby8ahE>.

Case Study 2: Burney Falls Store

In 2004, California State Parks needed a new store and visitor center for its absolutely beautiful McArthur-Burney Falls State Park. The old store was a small, aging, and not very attractive

building on the periphery of the park. They wanted something closer to the center of the park, but to do so the building had to be spectacular and fit into the look and feel of the park. We spent over \$750,000 to construct this great building, in exchange for a 19-year contract to operate the store and marina facilities.



Case Study 3: Burney Falls Cabins

In 2006, Vista Recreation was offered the opportunity by California State Parks to take over an aging primitive campground loop in Burney Falls and refurbish it by installing 24 camping cabins. They didn't have the necessary funds to make this type of improvement, and so Vista Recreation

was happy to step in and help by funding the project. The California State Parks director, Ms. Ruth Coleman, was personally involved in the project as she not only selected Vista Recreation as their partner but also signed off on any and all improvements we made during the Burney Falls reconstruction project. We installed 24 primitive cabins (utility connections were impossible given some land use restrictions) at a cost of approximately \$600,000.

Vista Recreation currently operates, cleans, and maintains these cabins, while California State Parks gets a substantial share of the cabin revenue (\$20 an occupied night plus 14% of the total revenue). At the end of the contract, they will gain ownership of these cabins and will be able to utilize them in whatever way they see fit moving forward.

Burney Falls Cabins



Case Study 4: Lake Guntersville Cabins

In 2016, Alabama State Parks approached Vista Recreation to see if we could help it re-open Roland Cooper State Park, which had closed due to high costs and a large amount of deferred maintenance.

Vista Recreation was able to reopen the park and make it economically viable. Part of our approach was to add a number of new cabins to the park. Alabama State Parks liked them so much they asked us if we could do something similar in another park, but without actually operating the entire park as we did at Roland Cooper.

In 2017 we signed a contract to add ten cabins to Lake Guntersville State Park. Alabama State Parks leased us ten existing campsites for 15 years with permission to build and operate the cabins. As in our other contracts, we agreed to pay a percentage of revenue concession fee and to turn over ownership of the cabins to them at the end of the contract. The cabins, shown below, are already incredibly popular with visitors.

Lake Guntersville Cabins



5.E.1.A. Addition of Cabins to Recreation Areas

Vista Recreation is also an industry leader in the introduction of rental cabin retrofit projects in existing campgrounds and day use locations. Our company has been highly successful in our efforts to integrate this popular rental offering to visitors, many of whom have little or no camping experience. These newcomers to the outdoor recreation experience are just one particular group that has enjoyed camping in Vista Recreation-operated campgrounds.



Vista Recreation also constructs beautiful cabins in pre-approved campground spaces and cleans and services these cabins to keep them in pristine condition. Vista Recreation has been installing cabins since 2006, when California State Parks offered Vista Recreation the opportunity to take over an aging primitive campground loop and refurbish it by installing 24 camping cabins. Since then we have added cabins in many public parks.

As we have discussed recreation development needs with many public agencies, the #1 topic that comes up almost every time is cabins. Cabins have been, by far, the largest single capital investment made by the private camping industry. Visitors love cabins, and cabins help attract new demographics to the outdoors. The city kid on his or her Xbox – whom every public recreation agency is trying to attract to the outdoors – is unlikely to jump right into tent camping or to have

a family with an expensive RV. Cabins have proven themselves to be a gateway to the outdoors for such folks.

However, most public agencies complain that they simply do not have the money to buy enough cabins to satisfy visitor demand or to meet this opportunity. This is why we formed our cabin business – to build and operate cabins on public lands. This is how it works:

- Public agency gives us access to land for cabins. Often this is a corner of an existing park they still operate or perhaps a camping loop to be upgraded to cabins.
- Vista Recreation does not manufacture the cabins, but we purchase, finance, and install pre-fabricated cabins of a design agreed to by Vista Recreation and the public agency.
- We operate the cabins -- providing all labor, maintenance, and marketing – under a contract of 15-30 years. We can even provide the reservations system if desired.
- Vista Recreation pays the public agency an agreed-upon concession fee, and the cabins become the agency’s property at the end of the contract.

5.F. Landlord Maintenance and Granger-Thye Offset

In several of our concession relationships, there is a process wherein the concessionaire can perform approved capital maintenance and construction in the concession area in exchange either for reimbursement or fee offset credit. Over the years, our company has performed tens of millions of dollars of maintenance under such arrangements.

Below is an example of our process from our U.S. Forest Service special use permits, as the U.S. Forest Service has the most developed program (called Granger-Thye Fee Offset) for reinvesting concession fees back into their recreation areas using concessionaire resources. Our managers are well-trained in the landlord maintenance (Granger-Thye Fee offset) process, and our company’s training materials have even been used by U.S. Forest Service personnel to gain a thorough understanding about how the process can be used to facilitate improvements and upgrades to recreation areas.

5.F.1. Landlord (Granger-Thye Offset) Maintenance

In many of our permits and contracts, Vista Recreation performs major maintenance for our landlords that goes beyond routine maintenance responsibilities. The approach varies, but what most have in common is that we have a pool of funds over which we have joint responsibility with the landlord for how they get spent, and we have responsibilities both to ensure our agency partners have approved spending projects in advance and to carefully document funds spent.

5.F.1.A. Example of Landlord Maintenance (called GT Offset by USFS) Process:

Pursuant to the Granger-Thye provisions for performing Landlord Offset Maintenance, Vista Recreation will work jointly with the USFS to identify qualified projects. Based on projected revenues, Vista Recreation will jointly develop a GT Offset Maintenance Plan, taking into consideration priorities identified by USFS. Vista Recreation will document and provide to the USFS estimated costs and expenses related to each approved GT project. These costs will be carefully documented and submitted on the Vista Recreation form, “GT Landlord Certification Worksheet”. This procedure is modeled after the guidelines included in the *Campground Concessionaire Deskguide*.

Our field managers are very well trained on the GT Fee-Offset Process, and how this process can result in a win/win/win (Permit or Contract Administrator/Vista Recreation/Visitors) situation for all parties. A detailed explanation of the landlord maintenance process is included in the **Vista Recreation Manager’s Portal**, which is updated on a continuous basis.

1. Deposits and Advance Payments

Vista Recreation has devoted a great deal of time training our managers in the GT Fee-Offset process, and this has enabled us to be very creative in the implementation of new GT Offset projects. In some cases, in order to better facilitate development and construction schedules, Vista Recreation has been willing to offer advance GT Offset payments. Vista Recreation would certainly entertain discussion with USFS staff at this permit area regarding the need for any such advance payment arrangements under this new special use permit.

2. Annual GT Offset Plan

Vista Recreation will work with the USFS in developing a GT Offset Plan during each year of the Special Use Permit. Reconditioning and replacement of facilities and grounds will be included in this plan, and priority will be weighted toward public health and safety issues, as determined by the USFS. Our facility inspection process, as demonstrated herein, can be extremely valuable in helping to discover opportunities for new projects, as well as setting priorities for their completion.

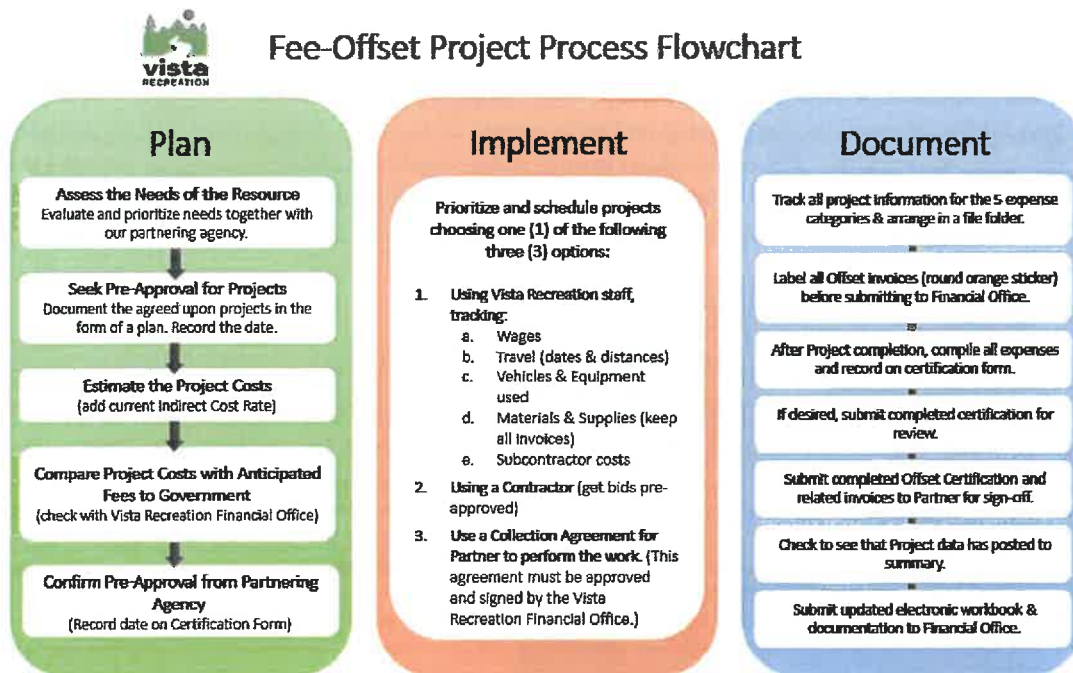


This interpretive panel has outlived its useful life. The sun has so damaged the appearance that the text is no longer legible, and the graphic is no longer discernible. Vista Recreation has a graphic designer, and a list of approved USFS vendors that can produce UV-resistant panels. We can quickly address such problems.

This site marker is well below USFS and Vista Recreation standards. It was, at one time, buried in the ground with concrete to secure it, but is now unearthed and propped up against a wooden delineator. The stenciled numbers are very tacky in appearance. Vista Recreation will do better than this for the USFS permit area.



Our field managers have all received training in the GT Offset process, as it is a regular agenda item for our annual managers training conference. The GT process is also included in the Vista Recreation **Manager’s Portal**, which provides an excellent reference guide for our field managers. The GT Offset section of the Manager’s Portal includes a GT Offset Process Flowchart, which illustrates how the planning, implementation, and documentation steps flow together, as shown next:



3. Utilizing the GT Fee-Offset Process for Win-Win-Win

Vista Recreation management clearly understands that the Fee-Offset process offers up an opportunity to improve USFS resources for the benefit of **visitors**, the **permittee** (Vista Recreation), and the **property owner**. During economic times when funding sources for capital improvements are running dry, the Fee Offset process, when well-managed, can be used to achieve significant facility improvements in the midst of declining budgets. Vista Recreation has a spectacular record working closely with the USFS to maximize the use of available Fee-Offset funds, particularly since 2003 when Warren Meyer became president of RRM (now Vista Recreation). Our fiscal and organizational procedures have been greatly enhanced since that time, and one of the effects has been to see the use of Fee-Offset dollars used to the greatest level of efficiency annually.

4. Government Maintenance and Reconditioning

Pursuant to the Granger-Thye provisions for performing GT Offset Maintenance, Vista Recreation will work jointly with USFS in identifying qualified projects. Based on projected revenues, Vista Recreation will jointly develop a “GT Offset Maintenance Plan” with USFS staff, taking into consideration priorities identified by USFS. In other special use permit areas, Vista Recreation typically performs 90% of all Landlord Offset projects by serving as the General Contractor and utilizing professional sub-contractors, or our own qualified staff to complete projects. Vista Recreation will document and provide to the USFS cost estimates, and actual costs in the five categories identified in the USFS Concession Deskguide, as follows:

1. Wages
2. Travel (dates & distances)
3. Vehicles & Equipment Used
4. Materials & Supplies (keep all invoices)
5. Subcontractor costs

Vista Recreation has developed a detailed certification form for submitting Fee Offset project costs in a detailed format, shown on the following page:

Our certification form is structured after the certification format provided in the *USFS Concession Deskguide* but has been significantly enhanced to provide additional detailed information. This form is currently being used for GT Offset work performed at all other Special Use Permits held by Vista Recreation and will be made available to the Permit Administrator for endorsement. Our GT Offset procedures have helped provide accurate documentation of qualifying projects and related expenses.

Vista Recreation desires to pay or apply to the USFS the proposed percentage of gross sales for the purpose of performing GT Offset Maintenance for Maintenance and Reconditioning of facilities within the permit area. Vista Recreation understands that all fixtures/improvements coming from these improvements or fees are the property of the USFS.

The USFS is welcome to review financials and certify the stated indirect costs at any time during the permit term.

5. Vista Recreation's Construction Expertise for GT Fee-Offset Projects

Vista Recreation has an excellent record for completing numerous complex facility and structural upgrade projects in this permit area. For the new permit term, Vista Recreation is proposing to enhance visitor services, improve safety, and also work to preserve important resources by utilizing the Fee-Offset process.

Vista Recreation is uniquely qualified to address needed improvements and renovations for this permit area, as we have created our own **Construction Services Division**. This division is headed by former commercial contractor Jim Huber, who has also worked for our company as an area manager for one of our current special use permits on the Inyo National Forest. Jim has been responsible for the completion of numerous complex construction projects for Vista Recreation, always drawing praise and acclaim from our partnering agencies for his creativity, precision work, and attention to details.



Vista Recreation's investment in this division of our company demonstrates our commitment to professionalism, and our dedication toward accomplishing our construction and development projects in a consistent high-quality manner.

Improvements completed by our Construction Services Division can be funded through the GT Fee-Offset process. Once approved between the parties, Vista Recreation will send our **Construction Services Manager** to evaluate this project, prepare plans, obtain permits, and present conceptual drawings for USFS evaluation and approval before project implementation.



Sign Packages: As stated earlier in this Operating Plan, Vista Recreation has high standards for signs, bulletin boards, and kiosks included in the permit area. As recreation areas age, they tend to lose continuity and consistency in the sign scheme desired for the properties. Some examples of this sort of deterioration and lack of consistency are shown below. These pictures are all from other USFS Recreation Complexes, and are used here for example purposes only:



Vista Recreation views signs such as these as opportunities for improvement.

Campsite Improvements: Many of the facilities in older USFS campgrounds are in need of replacement. Even though campsites may be very attractive in their wooded settings, dated campsite facilities showing signs of years of heavy use detract from the overall experience.



5.F. Capital Maintenance

Vista Recreation typically spends over four million dollars on capital maintenance and construction work each year, with precise accounting of expenses and scrupulous attention to Davis-Bacon Act requirements. Our campground improvements are designed to enhance the customer's experience and to be as minimally invasive as possible. Please see the photos below for some of our examples of recent work projects.



Rebuilt Ramadas



New Information Boards



Building construction and interior finish



Fee Both Construction



New shower building



Granite backfill



Cabin installation and finish out



6. References

Client Name	Reference	Vista Recreation Experience
Cleveland National Forest, Descanso Ranger District	Bob Heiar, District Ranger 3348 Alpine Boulevard Alpine, California 91901 619-445-6235 robert.heiar@usda.gov	Vista Recreation – formerly Recreation Resource Management – has successfully operated on the Cleveland National Forest since 2013.
Deschutes National Forest	Jaimie Olle, Public Affairs Specialist U.S. Forest Service Deschutes National Forest 63095 Deschutes Market Road Bend, OR 97701 541-383-5578 / cell: 541-640-3192 jaimie.olle@usda.gov	Vista Recreation – formerly Recreation Resource Management (RRM) and California Land Management (CLM) – has managed campground concessions on the Deschutes National Forest since 2003.
Hiawatha National Forest	Brenda Rebitzke, West Zone Recreation Program Manager Rapid River/Manistique Ranger District 8181 US HWY 2 Rapid River, MI 49878 Phone: 906-474-6442 x2119 Email: brenda.rebitzke@usda.gov	Vista Recreation – formerly Recreation Resource Management (RRM) – has managed campground concessions on the Hiawatha National Forest since 1999.
Lake Tahoe Basin Management Unit	Alecia Rutledge, Lands/Special Uses Program 35 College Drive South Lake Tahoe, California 96150 530-721-6283 alecia.rutledge@usda.gov	Vista Recreation – formerly California Land Management (CLM) – has managed recreation concessions for the USFS in the Lake Tahoe area for nearly 40 years (spring of 1985!)
Sierra National Forest	Jody Nickerson-Powell, Forest Recreation Officer, Sierra NF 1600 Tollhouse Rd Clovis, CA 93611 559-297-0706 x4943 cell: 559-797-7410 fax: 559-294-4809 jody.nickerson@usda.gov	Vista Recreation – formerly California Land Management (CLM) – has managed campground concessions on the Sierra National Forest since 1984.
Superior National Forest, Kawishiwi Ranger District	John Pierce, Permit Administrator 118 South Fourth Avenue East Ely, MN 55731 Phone: 218-365-7606 Email: jpierce@fs.fed.us	Vista Recreation – formerly Recreation Resource Management (RRM) – has managed campground concessions on the Superior National Forest since 1998, beginning with the Fall Lake Campground.
Tennessee Valley Authority (TVA)	Tina Guinn, Manager - Recreation 400 West Summit Hill Drive Knoxville, TN 37902 Cell: 865-806-4295	

7. Vista Recreation Differentiation

1. **Corporate Experience:** The level of education, business experience, and natural resource management experience among our management team exceeds all others in the industry.
2. **Low Corporate Overhead / Resources Focused on the Field:** The Vista Recreation corporate structure is extremely streamlined. The company's emphasis has been on field-level management, putting our best management resources as close as possible to the point at which services are delivered to our customers.
3. **Manager Training:** Our managers come from diverse backgrounds and bring a variety of skills to the Vista Recreation workplace. Vista Recreation equips managers with the necessary tools to perform their jobs professionally. We hold a bi-annual managers conference to ensure our team is updated with current information, and fully aware of the resources available to them.)
4. **Staff Recruitment:** Our Internet-based recruitment enables us to draw upon a readily available labor pool. Our exclusive recruitment website lists an average of 12-15 qualified new applicants per day.
5. **Staff Training:** Vista Recreation conducts a "Five-Point" comprehensive training program for its employees. This training program includes: Management Training, Employee Good Host Training, Field Training and Permit Area Tour, Video Training, Specialty Training (CPR, First Aid, etc.)
6. **Wilderness Values:** For over a decade, Vista Recreation has worked in harmony with nature to keep the Juniper Springs canoe run in its natural condition while still allowing tens of thousands of customers to enjoy its beauty.
7. **Reference Guides:** Vista Recreation does not use the "throw-them-to-the-wolves" style of staff appointments. In addition to training we provide, our employees are also provided with updated reference guides as valuable resources to assist them in their daily duties. Our managers have a complete, digital Supervisor's Manual, and all field employees are provided with a Field Operations Manual.
8. **Technology:** Vista Recreation was the first major company in the industry to place computers at all its field locations, enabling our field managers to print notices, fill out electronic forms, use the managers-only section of our company website, and communicate quickly by means of email.
9. **Investment, Vehicles and Equipment:** Unlike others in the industry that rely upon the use of their employees' personally owned vehicles, Vista Recreation has constantly invested in up-to-date equipment and vehicles, all distinctively labeled with our company emblem. Vista Recreation has an extensive fleet of pickup trucks, 4-wheel drive Japanese mini trucks, utility carts, tractors, and trailers, and specialty equipment. Our equipment inventory is unrivaled in the industry.

10. **Web Marketing Ability:** No concession company, in fact no private campground company, can match our web capabilities and our search engine optimization. Where appropriate, we supplement our web capabilities with strong traditional media campaigns.
11. **Environmental Stewardship:** We've consistently demonstrated sensitivity to the environment, and we have operated in a number of environmentally fragile areas. For example, we operate two canoe runs in Florida through wilderness areas where we can only use hand tools to keep the run clear of fallen trees.
12. **Construction Services Division:** In order to meet the complex needs involving building remodels, construction, tenant improvements, build-outs, and G-T Fee Offset construction projects, Vista Recreation formed a Construction Services Division in 2007. This new division is based in the field, and headed by a former commercial contractor. Our mobile construction unit can be transported directly to a job site where our CSD manager can communicate with corporate staff, and also maintain a presence at the point of construction. Our Construction Services Division is unique in the industry.
13. **G-T Offset Experience & Procedures:** Vista Recreation has accomplished many thousands of dollars' worth of specialized G-T Fee Offset projects, many of which required a high level of construction skill and ability. Our managers are well-trained in the Fee Offset process, and Vista Recreation training materials have even been used by USFS personnel to gain a thorough understanding about how the process can be used to facilitate improvements and upgrades to USFS recreation areas.
14. **Multi-Partnerships:** Vista Recreation has a unique experience in the industry by the fact that our government partners include the USFS, National Park Service, three different state parks agencies, and a public utility company. Each of these partnership relationships adds to our company's diverse base of knowledge and experience. Often, an experience with one partner will assist in achieving positive results with a different partner.
15. **Diversity of Experience:** Since 2003, Vista Recreation has begun to diversify its operations toward a broader variety of recreation and retail venues. In addition to our campground management experience, Vista Recreation now manages a number of boat marinas, camp stores and marina stores, a winter snow play area, guided fishing services, and a boat dealership. Our broadening experience gives Vista Recreation an advantage over our competition, as we have resources available to us that mere campground operators do not.
16. **Professional Identity / Recognition:** Vista Recreation stands apart from other concession companies in that our company logo is affixed to our white company-owned vehicles and equipment. Many concession companies merely supply a magnetic decal for their employees to display on personally-owned vehicles. At Vista Recreation, we supply professional uniforms, and our employees are operating company-owned vehicles and equipment. Our standard in this area is unmatched.
17. **Compliance:** One of the significant advantages that Vista Recreation offers over smaller "ma

and pa” operators is its rigorous compliance with all relevant safety, environmental, and employment law. In today’s complex regulatory environment, it is very difficult for small operators to even stay abreast of changing requirements.

For example, many private operators are way behind in compliance with labor law. Many private operators still take on contracts using volunteer camp hosts, despite the fact that a series of court cases have ruled that it is not legal for private operators (it is still legal for some public bodies) to employ volunteer camp hosts. At Vista Recreation, we comply rigorously with all aspects of employment law, including the Fair Labor Standards Act and its Washington counterpart.

18. **Commitment:** Vista Recreation considers its permits and concession contracts a solemn commitment to the public to provide the promised services. Never in our nearly 25-year history have we walked away from a permit before it has expired. In fact, in one permit in Indiana, we stuck with a large permit with the USDA Forest Service for 5 years despite losing over \$50,000 per year on the project. “Above all, Vista Recreation is proud of its past performance in managing and operating National Forest campgrounds and concessionaire permits. We demand high quality effort from our staff and hosts, in keeping with five key principles:

- Clean facilities with special attention to bathrooms and toilet facilities
- A safe and secure campground
- A positive attitude with customers and a “sense of urgency” in operations
- Professional and positive signs and informative materials
- Employees and hosts who have a neat appearance and project a positive image

19. **Parti Kraft Dealer:** Our growing marina and watercraft rental business has brought us to the point of actually becoming a dealer for Parti Kraft pontoon boats. Parti Kraft is consistently recognized by J.D. Powers as a leader in the pontoon boat business. We eventually intend to have all our rental boats replaced with Parti Kraft vessels.

20. **Consistency of Service & Products:** Vista Recreation management strives to provide the sort of training and equipping of our field management staff that will provide a consistent level of customer service and resource protection from one concession site to another. Our corporate staff members have a high level of expertise, and our field-level managers often refer to each other for ideas and solutions. We facilitate rapid and open communication between management staff, and our efforts are regularly evaluated as superior, both by our customers and our partnering government agencies.

Price Proposal for

Maurice's Campground

Town of Wellfleet



Submitted by:

Vista Recreation

a division of RRM-CLM Services, Inc.

11811 N. Tatum Blvd., Suite #4095, Phoenix, AZ 85028

(602) 569-2333 fax (602) 569-6225



"Recreation Service Partnership"



Vista Recreation Lease Payment Form (Exhibit A of RFP)

RRM-CLM Services, LLC dba Vista Recreation agrees to pay the Town of Wellfleet annual lease payments in the following amounts. Payments will be in accordance with Section VI-C of this RFP.

	<u>Annual Lease Payment</u>
1 st Year	<u>\$ 90,000/year paid monthly at 7500.00/Month*</u>
2 nd Year	<u>\$ 102,000/year paid monthly at 8500.00/Month*</u>
3 rd Year	<u>\$ 114,000/year paid monthly at 9500.00/Month*</u>
TOTAL	<u>\$306,000*_____00</u>
First Year Renewal Option	<u>\$ 114,000/year paid monthly at \$9500.00/Month*</u>
Second Year Renewal Option	<u>\$ 120,000/year paid monthly at \$10,000.00/Month*</u>
Third Year Renewal Option	<u>\$ 126,000/year paid monthly at \$10,500.00/Month*</u>

*Financial offer contingent upon an annual cap of \$50,000 on lessee's total maintenance expenses, and lessee shall not be responsible to pay for or perform any underground utility/infrastructure repairs or maintenance on any part of the leased premises.

The Selectboard reserves the option as Awarding Authority to renew the Lease Agreement for up to one (1) additional three (3) year term, and may initiate the process at least ninety (90) days prior to the expiration of the Lease Agreement. Proposer should provide Annual Lease Payments for the renewal term with the original proposal, in space provided above. The Selectboard reserves the right to negotiate the renewal price, should it be deemed to be in the best interest of the Town at the time of renewal.

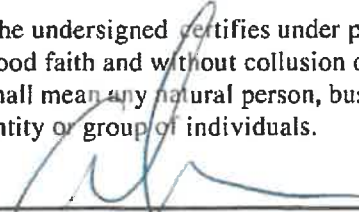
The renewal option has been properly advertised as a reference on the Legal Advertisement for disposition through lease of Town owned real property in accordance with the provisions of M.G.L., Chapter 30B, Section 16.

This Proposal must bear the written signature of the PROPOSER or an authorized agent of the PROPOSER bidding on this lease. If the PROPOSER is a corporation or by an officer and the title of such officer must be stated on the Corporate Resolution letter (Exhibit F).

Proposer's Signature:  Date Signed 2/3/23
Kris Koeberer, Chief Operations Officer
RRM-CLM Services, LLC dba Vista Recreation

EXHIBIT C**TOWN OF WELLFLEET****CERTIFICATION OF GOOD FAITH**

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity or group of individuals.



Signature of individual submitting bid or proposal

R2M-CCM Services LLC d/b/a Vista Recreation

Name of business

11811 N. Tatum Blvd #405, Phoenix Az 85028

Address

480-235-2294

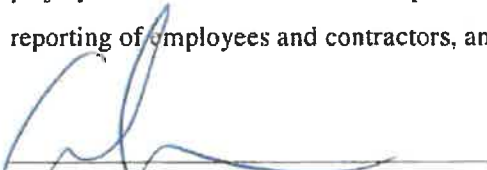
Phone

1-30-2023

Date

EXHIBIT D**TAX COMPLIANCE CERTIFICATION**

Pursuant to Chapter 62C of the Massachusetts General Laws, Section 49A(b), I, the undersigned, authorized signatory for the below named contractor/vendor, do hereby certify under the pains and penalties of perjury that said contractor has complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.


Signature

Date: 1-30-2023

Name: Warren Meyer
(Print Name)

Title: President + owner

Contractor/Vendor: Ren-Cum Services LLC D/B/A Vista Recreation

EXHIBIT E

Equipment provided by the Town of Wellfleet

- 1 Golf cart
- Lawn mower (sit down): 1
- Lawn mower (push): 2
- Weed whackers
- Shovels
- Air compressor
- Cabins and Cottages
 - o Linen
 - o Beddings
 - o TV
 - o Air conditioners
 - o Kitchen and pantry supplies
- Store
 - o 2, 10' X 12' walk-in coolers.
 - o 8 foot deli case,
 - o 2 standup 2 door glass coolers
 - o 1- 2 door Glass freezer
 - o Meat slicer,
 - o 2 refrigerated sandwich units
 - o 2 cash registers
 - o small microwaves,
 - o electric toasters
 - o utensils used in deli prep

All of the above equipment shall remain the property of the Town and shall be maintained by the Lessee.

Vista Recreation acknowledges that the equipment listed above is owned by the Town of Wellfleet for the use of the Lessee. As evidenced in our background qualifications document, Vista Recreation employees are knowledgeable about maintaining and using all of these. If the existing fixtures need to be replaced due to safety or needing upgrades, Vista Recreation will install new equipment. Please see This Is Who We Are for more information on our ability to provide the fixtures and ensure the facilities at Maurice's Campground is as beautiful and customer-friendly as the town itself.

EXHIBIT F**CORPORATE RESOLUTION**

At a duly authorized meeting of the Board of Directors of RRM-CEM Services, LLC
(Name of Corporation)

held on 1-30-2023 it was VOTED that:
(Date)

Warren Meyer
(Name)

President
(Title)

of this corporation, be and he/she hereby is authorized to submit bids and proposals, execute contracts, deeds and bonds in the name and on behalf of said corporation, and affix its corporate seal thereto; and such execution of any contract, deed or obligation in this corporation's name on its behalf by such president under seal of the company, shall be valid and binding upon this corporation.

A True Copy,

ATTEST: Katherine A. Jones

TITLE: Secretary / Treasurer

PLACE OF BUSINESS: 11811 N. Tatum Blvd #4075
Phoenix, AZ 85028

DATE OF THIS CERTIFICATE: 1-30-2023

I hereby certify that I am the clerk of the RRM-CEM Services, LLC
(Corporation)

that Warren Meyer is the duly elected president of
(Name)

said corporation, and that the above vote has not been amended or rescinded and remains in full force and effect as of the date of this Certification.

Katherine A. Jones
(Clerk)

CORPORATE SEAL: no seal
EXHIBIT G

**EXHIBITH
 DISCLOSURE STATEMENT
 ACQUISITION OR DISPOSITION OF REAL PROPERTY**

For acquisition or disposition of Real Property by REM-CLM Services, LLC the undersigned does hereby state, for the purposes of disclosure pursuant to Massachusetts General Laws, Chapter 7, section 40I, of a transaction relating to real property as follows:

- (1) REAL PROPERTY DESCRIPTION: Mauve Campground
- (2) TYPE OF TRANSACTION: Lease
- (3) SELLER(S) or LESSOR(S): City of Wellfleet
- (4) PURCHASER(S) or LESSEE(S): REM-CLM Services, LLC
- (5) Names and addresses of all persons who have or will have a direct or indirect beneficial interest in the real property described above:

<u>NAME</u>	<u>RESIDENCE</u>
<u>Warren Meyer</u>	<u>9834 N. Bird Place, Paradise Valley, AZ 85028</u>
<u>Katherine A. Govey</u>	<u>" " " "</u>
_____	_____

- (6) None of the above mentioned persons is an employee of the Division of Capital Asset Management or an official elected to public office in the Commonwealth except as listed below.
- (7) This section must be signed by the individual(s) or organization(s) entering into this real property transaction with the public agency named above. If this form is signed on behalf of a corporation or other legal entity, it must be signed by a duly authorized officer of that corporation or legal entity. The undersigned acknowledges that any changes or additions to items 3 and or 4 of this form during the term of any lease or rental will require filing a new disclosure with the Division of Capital Asset Management and Maintenance within thirty (30) days following the change or addition.

The undersigned swears under the pains and penalties of perjury that this form is complete and accurate in all respects.

Signature: [Signature] Title: President
 Printed Name: Warren Meyer Date: 1-30-2023



Town of Wellfleet

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Ranger District34

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Ranger District 40

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REFERENCES

In 2021, the two leaders in the private operation of public recreation areas – Recreation Resource Management (RRM) and California Land Management (CLM) – merged into a single company named RRM-CLM Services, LLC (dba Vista Recreation). We have successfully operated Campground and Related Granger-Thye Concessions on behalf of the U.S. Forest Service for over 40 years.

These partner agencies will not offer letters of reference but will answer any questions the reviewers wish to reach out and ask. In lieu of letters of reference, we have included multiple contacts the Town of Wellfleet can reach out to, as well as past performance reviews from our partner agencies.

The people listed below are offered as business references for Vista Recreation, please feel to contact anytime:

Client Name	Reference	Vista Recreation Experience
Cleveland National Forest, Descanso Ranger District	Bob Heiar, District Ranger 3348 Alpine Boulevard Alpine, California 91901 619-445-6235 robert.heiar@usda.gov	Vista Recreation – formerly Recreation Resource Management – has successfully operated on the Cleveland National Forest since 2013.
Deschutes National Forest	Jaimie Olle, Public Affairs Specialist U.S. Forest Service Deschutes National Forest 63095 Deschutes Market Road Bend, OR 97701 541-383-5578 / cell: 541-640-3192 jaimie.olle@usda.gov	Vista Recreation – formerly Recreation Resource Management (RRM) and California Land Management (CLM) – has managed campground concessions on the Deschutes National Forest since 2003.
Hiawatha National Forest	Brenda Rebitzke, West Zone Recreation Program Manager Rapid River/Manistique Ranger District 8181 US HWY 2 Rapid River, MI 49878 Phone: 906-474-6442 x2119 Email: brenda.rebitzke@usda.gov	Vista Recreation – formerly Recreation Resource Management (RRM) – has managed campground concessions on the Hiawatha National Forest since 1999.
Lake Tahoe Basin Management Unit	Alecia Rutledge, Lands/Special Uses Program 35 College Drive South Lake Tahoe, California 96150 530-721-6283 alecia.rutledge@usda.gov	Vista Recreation – formerly California Land Management (CLM) – has managed recreation concessions for the USFS in the Lake Tahoe area for nearly 40 years (spring of 1985!)

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Sierra National Forest	Jody Nickerson-Powell, Forest Recreation Officer, Sierra NF 1600 Tollhouse Rd Clovis, CA 93611 559-297-0706 x4943 cell: 559-797-7410 fax: 559-294-4809 jody.nickerson@usda.gov	Vista Recreation – formerly California Land Management (CLM) – has managed campground concessions on the Sierra National Forest since 1984.
Superior National Forest, Kawishiwi Ranger District	John Pierce, Permit Administrator 118 South Fourth Avenue East Ely, MN 55731 Phone: 218-365-7606 Email: jpierce@fs.fed.us	Vista Recreation – formerly Recreation Resource Management (RRM) -- has managed campground concessions on the Superior National Forest since 1998, beginning with the Fall Lake Campground.
Tennessee Valley Authority (TVA)	Tina Guinn, Manager - Recreation 400 West Summit Hill Drive Knoxville, TN 37902 Cell: 865-806-4295	

PERFORMANCE EVALUATIONS

In the following pages of this section, Vista Recreation has included the most recent performance evaluations of our current permits and contracts, with an emphasis on U.S. Forest Service special use permits. Note, these only represent a minority of our current special use permits, as the majority of U. S Forest Service districts, based on staffing and other issues, have not performed year end evaluations for our management and occupancy of their permit areas.

Figure 1: 2020 USFS Performance Evaluation, Coconino National Forest

Appendix 7A
Standard Performance Evaluation Form for Campground and Related Granger-Thye Concessions

Concessionaire: Recreation Resource Management, Inc. Date: October 19, 2020

Concessionaire Representative: Bruce and Pam Melotte
Name

Recreation Site: Flagstaff Ranger District Area Complex, Coconino National Forest

Rating Key: G = Good S = Satisfactory U = Unacceptable

* designates a critical performance standard that will be given more weight in the evaluation. Critical performance standards should be identified in advance, and may vary by concession.

Unsatisfactory critical performance standards or overall ratings must be corrected by the next evaluation, or the permit will be subject to suspension or revocation.

Performance Standards

Permit Terms	Rating		
* 1. Insurance requirements met.	G (✓)	S ()	U ()
* 2. Payments timely.	G (✓)	S ()	U ()
3. Use reports accurate and timely.	G (✓)	S ()	U ()
4. Title VI requirements met.	G (✓)	S ()	U ()
5. Advertising and signing acceptable.	G (✓)	S ()	U ()
6. Other permit terms met.	G (✓)	S ()	U ()

Annual Operating Plan

* 1. Operating plan properly submitted.	G (✓)	S ()	U ()
2. Employees knowledgeable of operating plan.	G (✓)	S ()	U ()
3. Rates charged and service provided as represented in operating plan.	G (✓)	S ()	U ()

Figure 1: 2020 USFS Performance Evaluation Coconino National Forest

Health and Cleanliness
Rating

* 1.	Human waste is removed immediately upon discovery or notification.	G (✓)	S ()	U ()
* 2.	Water and sewage treatment systems meet State and Federal standards.	G (✓)	S ()	U ()
3.	Garbage does not exceed capacity of containers.	G (✓)	S ()	U ()
4.	Garbage containers are animal resistant.	G (✓)	S ()	U ()
5.	Developed sites are free of litter and domestic animal waste.	G (✓)	S ()	U ()
6.	Graffiti are removed within 48 hours of discovery or notification.	G (✓)	S ()	U ()
7.	Toilets and garbage locations are clean and free of objectionable odor.	G (✓)	S ()	U ()
8.	If the Pack In / Pack Out rule applies, message is prominently displayed, and any accumulations of trash are removed within 24 hours of discovery or notification.	G (✓)	S ()	U ()
9.	All other facilities are clean and well maintained.	G (✓)	S ()	U ()

Setting

1.	Numbers of people and vehicles are kept at or below site capacity.	G (✓)	S ()	U ()
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Safety and Security

* 1.	Site safety inspection is completed annually. Documented high-risk conditions are corrected prior to operating season.	G (✓)	S ()	U ()
* 2.	High-risk conditions that develop during the operating season are corrected or mitigated, or the site is closed.	G (✓)	S ()	U ()
3.	Employees have dependable communications.	G (✓)	S ()	U ()
4.	Concessionaire law enforcement role is handled effectively.	G (✓)	S ()	U ()
5.	Concessionaire presence provided as necessary to give users sense of security.	G (✓)	S ()	U ()
6.	Patrols conducted as required to maintain sufficient level of law enforcement.	G (✓)	S ()	U ()
7.	Electrical systems meet State and local requirements.	G (✓)	S ()	U ()

Figure 1: 2020 USFS Performance Evaluation Coconino National Forest

Responsiveness	Rating		
* 1. Facilities signed as accessible meet accessibility standards.	G (✓)	S ()	U ()
2. Entrance is well marked.	G (✓)	S ()	U ()
3. Information boards look professional and uncluttered, and contain current information pertaining to site. Information is provided in other languages, as needed.	G (✓)	S ()	U ()
4. Personnel demonstrate good customer service practices.	G (✓)	S ()	U ()
5. Visitor comment cards are available, and customer complaints are handled effectively.	G (✓)	S ()	U ()
6. Recreation information pertaining to the site is available.	G (✓)	S ()	U ()

Facility Condition

* 1. All facilities, including restrooms, signs, and information boards, are functional and in good repair, and meet Forest Service standards.	G (✓)	S ()	U ()
2. Facilities are properly maintained according to maintenance schedules.	G (✓)	S ()	U ()
3. Granger-Thye fee offset work is completed and approved by Forest Service.	G (✓)	S ()	U ()
4. Damage caused by vandalism or accidents is corrected or mitigated within one week of discovery or notification.	G (✓)	S ()	U ()

List deficiencies identified during the last performance evaluation. Have they been corrected?

Yes/No; If no, document specifics: _____

NO – RRM Still needs to come up with a staffing plan for 2021 that clearly addresses Host / Admin Site needs. This needs further discussion before the 2021 Season, so any site improvements can be identified and approved.

Elaborate on any items given an unsatisfactory rating. Provide specific reasons underlying the rating, and specify corrective action needed: No Unsatisfactory Rating.

Bruce and Pam have done an excellent job in the second half of this difficult season. They have gotten GT projects up and on track and look to make a strong finish completing all these important projects.

Area Managers seem to have a good grasp on the operation and maintenance of this complex and communicate efficiently with Permit Administrator.

Figure 1: 2020 USFS Performance Evaluation, Coconino National Forest

Overall Rating: Good, Satisfactory, or Unacceptable

Mid-Year Evaluation

Annual Evaluation

GOOD

Signatures

Concessionaire:		Date: <u>10/19/2020</u>
	Bruce Melotte, Area Manager, RRM Inc.	
Concessionaire:		Date: <u>10/19/2020</u>
	Pam Melotte, Area Manager, RRM Inc.	
Evaluator:		Date: <u>10/19/2020</u>
	Patrick McGervey, Permit Administrator	
Authorized Officer:		Date: <u>10/17/20</u>
	Matt McGrath, District Ranger	



Figure 1: 2020 USFS Performance Evaluation, Coconino National Forest

Figure 2: 2019 USFS Performance Evaluation, Coconino National Forest

Appendix 7A	
Standard Performance Evaluation Form for Campground and Related Granger-Thye Concessions	
Concessionaire:	Recreation Resource Management, Inc. Date: October 16, 2019
Concessionaire Representative:	Clint Bentley and Cindy Alexander Name
Recreation Site:	Flagstaff Ranger District Area Complex Coconino National Forest
Rating Key:	G = Good S = Satisfactory U = Unacceptable
* designates a critical performance standard that will be given more weight in the evaluation. Critical performance standards should be identified in advance and may vary by concession	
Unacceptable critical performance standards or overall ratings must be corrected by the next evaluation, or the permit will be subject to suspension or revocation	
<u>Performance Standards</u>	
Permit Terms	Rating
* 1 Insurance requirements met.	G (X) S () U ()
* 2 Payments timely	G () S (X) U ()
3 Use reports accurate and timely	G (X) S () U ()
4 Title VI requirements met.	G (X) S () U ()
5 Advertising and signing acceptable	G (X) S () U ()
6 Other permit terms met.	G (X) S () U ()
Annual Operating Plan	
* 1 Operating plan properly submitted	G (X) S () U ()
2 Employees knowledgeable of operating plan	G (X) S () U ()
3 Rates charged and services provided as represented in operating plan	G () S () U () X

Figure 2: 2019 USFS Performance Evaluation, Coconino National Forest

Health and Cleanliness		Rating		
* 1.	Human waste is removed immediately upon discovery or notification.	G (X)	S ()	U ()
* 2.	Water and sewage treatment systems meet State and Federal standards.	G (X)	S ()	U ()
3.	Garbage does not exceed capacity of containers.	G (X)	S ()	U ()
4.	Garbage containers are animal resistant.	G (X)	S ()	U ()
5.	Developed sites are free of feral and domestic animal waste.	G (X)	S ()	U ()
6.	Graffiti are removed within 48 hours of discovery or notification.	G (X)	S ()	U ()
7.	Toilets and garbage locations are clean and free of objectionable odor.	G (X)	S ()	U ()
8.	If the Pack In / Pack Out rule applies, message is prominently displayed and any accumulations of trash are removed within 24 hours of discovery or notification.	G (X)	S ()	U ()
9.	All other facilities are clean and well maintained.	G (X)	S ()	U ()
Setting				
1.	Numbers of people and vehicles are kept at or below site capacity.	G (X)	S ()	U ()
Safety and Security				
* 1.	Site safety inspection is completed annually. Documented high-risk conditions are corrected prior to operating season.	G (X)	S ()	U ()
* 2.	High-risk conditions that develop during the operating season are corrected or mitigated, or the site is closed.	G (X)	S ()	U ()
3.	Employees have dependable communications.	G (X)	S ()	U ()
4.	Concessionaire law enforcement role is handled effectively.	G (X)	S ()	U ()
5.	Concessionaire presence provided as necessary to give users sense of security.	G (X)	S ()	U ()
6.	Patrols conducted as required to maintain sufficient level of law enforcement.	G (X)	S ()	U ()
7.	Electrical systems meet State and local requirements.	G (X)	S ()	U ()

Figure 2: 2019 USFS Performance Evaluation, Coconino National Forest

Responsiveness		Rating		
1.	Facilities signed as accessible meet accessibility standards.	G (X)	S ()	U ()
2.	Entrance is well marked	G ()	S ()	U ()
3.	Information boards look professional and uncluttered, and contain current information pertaining to site. Information is provided in other languages, as needed.	G (X)	S ()	U ()
4.	Personnel demonstrate good customer service practices	G ()	S ()	U ()
5.	Visitor comment cards are available, and customer complaints are handled effectively.	G (X)	S ()	U ()
6.	Recreation information pertaining to the site is available.	G ()	S ()	U ()

Facility Condition

1.	All facilities, including restrooms, signs, and informational boards, are functional and in good repair, and meet Forest Service standards	G (X)	S ()	U ()
2.	Facilities are properly maintained according to maintenance schedules.	G ()	S ()	U ()
3.	Granger-Thye fee offset work is completed and approved by Forest Service	G ()	S ()	U (X)
4.	Damage caused by vandalism or accidents is corrected or mitigated within one week of discovery or notification.	G ()	S ()	U ()

List deficiencies identified during the last performance evaluation. Have they been corrected?
 Yes/No; if no, document specifics: N/A

Elaborate on any items given an unsatisfactory rating. Provide specific reasons underlying the rating, and specify corrective action needed: A high percentage of GT has been spent on Portable Toilets while the permanent Vault at Ashurst Lake Campground awaits replacement. Cindy and Clint have been an excellent team, customer complaints to the forest have been at an all time low. RRM handled the Evacuation of Little Elder Horse Camp during the Museum Fire extremely professionally.

Figure 2: 2019 USFS Performance Evaluation, Coconino National Forest

Figure 3: 2021 USFS Performance Evaluation, Deschutes National Forest

2021 Operating Season			
Forest: Deschutes National Forest		Ranger District: BFR, CRE, SIS	
Permit: CRE568A	Developed Site(s): Campgrounds permitted under CRE568A		
Holder: RRM-CLM Services – Vista Recreation			
Permit Administrator: Meria Page / Jaimie Olle	Authorized Officer: Holly Jewkes		
NOTE: Bold-faced items are nationally defined Critical Elements for performance inspection/appraisal ratings.			
	Above Standard	Meets Standard	Below Standard
A. PERMIT TERMS			
1. Insurance requirements met		X	
2. Payments timely		X	
3. Use reports accurate & timely		X	
4. Title VI requirements met		X	
5. Other permit terms met (specify below)			
Communications		X	
Interpretive Programs		X	
Miscellaneous Sales		X	
B. OPERATION & MAINTENANCE PLAN			
1. O&M Plan complete & properly submitted		X	
2. G/T Off-Set Agreement submitted in a timely manner		X	
3. G/T Off-Set projects completed to standard		X	
4. Pre- and post-season ops & maintenance performed to standard and in a timely manner		X	
C. CUSTOMER SERVICE - This evaluation criteria is related to MM standards			
1. Good PR maintained with Forest visitors		X	
2. Good comments received from visitors		X	
3. Fees & services provided as represented		X	
4. Visitor compliance with FS regulations obtained		X	
D. MEANINGFUL MEASURES			
Health and Cleanliness			
1. Humans free from exposure to human waste		X	
2. Water and sewage treatment systems meet w/all state & FS standards	X		
3. Garbage does not exceed container capacities		X	
4. Garbage containers are animal resistant		X	
5. Sites are free of litter & animal refuse		X	
6. Graffiti is removed within 48 hours of discovery.		X	
7. Toilets & garbage locations are free of objectionable odors		X	
8. "Pack In/Out" message is posted where used, and accumulated trash is removed within 24 hours of discovery		X	
9. All other facilities are kept clean		X	

Figure 3: 2021 USFS Performance Evaluation, Deschutes National Forest

	Above Standard	Meets Standard	Below Standard
Setting			
1. Effects from recreation use that conflict with environmental laws are analyzed and mitigated		X	
2. Recreation opportunities and site management are consistent with ROS objectives		X	
3. Landscape character at all sites is consistent with Forest scenic integrity objective(s)		X	
4. Existing vegetation management plan(s) are adhered to & vegetation loss or erosion caused by recreation use is corrected or prevented		X	
5. # of people & vehicles is kept below site capacity		X	
Safety & Security			
1. Safety inspections completed annually—documented high-risk conditions are corrected prior to use		X	
2. High-risk conditions that develop during the season are mitigated, or the site is closed		X	
3. Employees have dependable communications		X	
4. Activities prohibited under 36 CFR 261.14, sub-part A are dealt with appropriately		X	
5. Utility systems meet applicable state and local regulations.		X	
Responsiveness			
1. Facilities, when signed as accessible, meet guidelines in UAOR: A Design Guide		X	
2. All site entrances are well marked, easily found, and visitors feel welcome		X	
3. Info boards look fresh, professional, are uncluttered and contain appropriate info. Multi-lingual services are provided as needed		X	
4. All personnel demonstrate good customer service practices		X	
Condition of Facilities			
1. All restrooms are functional and in good repair	X		
2. All facilities, including parking and use sites, meet FS design standards and guidelines in UAOR:A Design Guide, per the transition plan		X	
3. All structures and facilities meet the INFRA-STRUCTURE definition for good condition		X	
4. Signs & bulletin boards are well maintained and meet FS standards		X	
5. Roads are treated to control dust		X	
6. Vandalism is corrected or mitigated within 1 week of discovery		X	
Overall Rating	ABOVE STANDARD	MEETS STANDARD	BELOW STANDARD

Figure 3: 2021 USFS Performance Evaluation. Deschutes National Forest

A. PERMIT TERMS

1. Insurance requirements met

Vista Recreation communicated several months prior to expiration of their 2020 insurance that they may have difficulty securing wildfire coverage due to the enormous impacts felt across the industry in 2020. Vista Recreation sent a letter updating the Forest Service as to their ability to obtain insurance and supplied insurance certificate prior to expiration of current policy. Insurance provider sent new policy certificate to permit administrator for files.

2. Payments timely

2019/2020 Billing - Vista Recreation paid both their 2019 and 2020 land use bills in the spring of 2021 bringing the owed balance to zero.

3. Use reports accurate & timely

Chris was diligent about turning in occupancy and revenue reporting to permit administrator in a very timely manner throughout the season. Once Vista Recreation identified discrepancies in reporting figures as a result of the company merger, new reports were sent to permit administrator.

There was a delay in receiving balanced, accurate end-of-year financial records. The final, accurate copy was received on March 24, 2022. The Forest Service received all monthly occupancy and revenue reports with the exception of November revenue.

Timely and accurate reporting continues to help inform "Great American Outdoors Act" proposals and project prioritization across the Forest.

4. Title VI requirements met

CLM – Shia ensured that non-discrimination clauses were added to the CLM website and "Deschutes Recreation" Facebook page and website.

Vista Recreation – Vista Recreation has the following line at the bottom of the company website: *Vista Recreation is a service partner with public land management agencies. It is our policy not to discriminate in employment or delivery of our services on the basis of race, color, sex, age, religion, national origin, marital status, or disabling condition.*

In the future, the Forest Service would like to see this language reflected on the Vista Recreation Facebook page.

Signage – "Operated Under Special Use Permit" and "And Justice For All" posters were displayed on all kiosks the permit administrator visited. An old version of "And Justice For All" poster was reappraised for use by permit administrator as the new version is still on back-order from the regional office.

5. Other permit terms met

i. Communications

Opening Dates – The spring proved to be fairly normal in terms of snowmelt and access timeframes. The Forest Service would like to continue to explore options with Vista Recreation's new leadership as to how they can adjust and provide services earlier than anticipated to meet early season demand for camping opportunities during seasons in which snowmelt precedes traditional campground opening dates.

Staffing – Chris was always transparent and timely in letting permit administrator and forest

Figure 3: 2021 USFS Performance Evaluation, Deschutes National Forest

know about hiring challenges, staffing statuses and unexpected vacancies. He provided updated employee rosters as staffing evolved and kept permit administrator informed as staff moved to different locations at the end of the season to cover gaps.

First-Come, First-Serve Sites – The Forest Service continued to receive feedback from the public that folks are eager to see a portion of first-come, first-serve sites restored following COVID19 mitigations. Providing a mix of opportunities, reservable and first-come, first-serve, allows us to provide opportunities and access for everyone fostering inclusivity within recreation on our public lands.

While we appreciate the need for balance between reservable and FFS sites so that customers and VR can plan ahead, retaining FFS sites at 10% across the forest and up to 30% at up to 10 targeted lower-use sites as identified in communications in the fall of 2021 is a priority for the Deschutes National Forest. We look forward to continued coordination to meet this public service goal.

ii. Interpretive Services

Vista Recreation partnered with Discover Your Forest (DYF) to provide interpretive programming at Crane Prairie and Link Creek Campgrounds. Participation numbers in these programs drastically increased in 2021 over 2019. Total visitor engagement between the two facilities rose from 387 in 2019 to 956 in 2021.

The Discover Your Forest program lead felt that the programming was a “resounding success.” At Crane Prairie Campground, campground hosts Tom and Faye were engaged and always helped point her in the direction of campsites that had kids who might be interested in the Junior Ranger program. The hosts at Blue Bay, South Shore and Link Creek Campgrounds were not as visible. The DYF program lead met the South Shore and Link Creek hosts but didn’t meet the Blue Bay host. In the future, the DYF lead recommended a beginning of the season meeting with hosts to do a brief Q&A on their programming as well as a brief FAQ on campground policies and where/when folks might be able to locate the hosts. The DYF lead often fields camping and campground questions and would like to feel better prepared.

The Forest Service greatly appreciates Vista Recreation’s continued support and dedication to providing interpretive experiences for visitors.

iii. Miscellaneous Sales

Firewood sales resumed this year following a suspension in 2020 as part of COVID19 mitigations. Chris did an excellent job continuing to check in with permit administrator on anticipated personal fire use restrictions to help coordinate wood supply.

The permit administrator is not aware of any issues related to availability or sales of firewood.

B. OPERATION & MAINTENANCE PLAN

1. O&M Plan complete & properly submitted

Vista Recreation provided an initial draft of the 2021 operating plan at the end of January. Communication and response to Forest Service edits and questions were timely and efficient. The final draft was signed and executed March 22, 2021.

2. G/T Off-Set Agreement submitted in a timely manner

Vista Recreation provided timely feedback on the 2021 GT Offset Agreement with a final version

Figure 3: 2021 USFS Performance Evaluation, Deschutes National Forest

signed and executed March 12, 2021.

3. G/T Off-Set projects completed to standard

Chris remained transparent and current on all GT balances and expenditures. He provided projections during our monthly meetings on amount spent versus projected revenue. This season, Vista Recreation continued to prioritize GT spending and projects throughout the season. The Forest Service appreciates the shift to continual GT work, as opposed to conducting GT work only in the spring and fall.

The Forest Service recognizes that this season required us to spend a large portion of GT funds on hazard tree removal. We appreciate Chris, Michelle and Vista Recreation's flexibility as we worked through the contracted green hazard tree removal project in numerous campgrounds on the Bend-Fort Rock Ranger District. Chris and Michelle were extremely patient and flexible with the rolling invoices we received from the hazard tree contractor, including those that came in long after the project work was complete.

The Sisters Ranger District would also like to recognize that Chris went above and beyond in his continued coordination with Lee Fischer on the corral and site repairs for Whispering Pines Horse Camp. The Forest appreciates his communication and negotiations with Lee and Vista Recreation's flexibility around project timeframes.

In order to spend down the remainder of the GT balance going into fall, Chris suggested purchasing new dumpsters and already had a list prepared as to which locations were most in need of replacement dumpsters. He worked with the disposal company to prepay for dumpsters to be delivered next season yet expended under our 2021 GT balance.

Vista Recreation was diligent in GT spending with a remaining balance of unspent funds totaling \$6,930.39. This is a vast improvement from prior seasons.

Crescent Ranger District would like to see Vista Recreation prioritize the installation of bollards on the district during the 2022 season. These bollards were purchased in 2020 and have been stored at the Rosedale Compound.

4. Pre- and post-season operations & maintenance performed to standard and in a timely manner

Pre-Season – This spring Vista Recreation faced over 200 more hazard trees requiring removal than in past years. Coupled with a new hazard tree review process, the volume and complexity of trees made for an increased workload for opening campgrounds. While Chris and his staff did their absolute best to get things up and running in accordance with the operating plan opening dates, they appeared to be stretched very thin across the extent of the Forest which resulted in some opening dates being pushed back. Moving forward, we would like to discuss ways in which Vista Recreation can provide solutions for better managing the very heavy lift in getting campgrounds and water systems prepped for opening.

Site Post Review – All campsite posts observed by permit administrator have been straight and well-anchored. Some are in need of new numbers, perhaps most notably Soda Creek Campground, which needs an entire set of new numbers. Other facilities typically need new stickers for one to two sites. Permit administrator observed Vista Recreation maintenance staff repairing and resetting campsite posts that were knocked over during tree removal operations in Rock Creek Campground. They did a fantastic job!

Figure 3: 2021 USFS Performance Evaluation, Deschutes National Forest

Post-Season –

Vista Recreation staff worked on repairing Graham Corral Horse Camp’s corral posts during fall 2021. The remainder of this repair work, as well as corral repairs at Three Creek Meadow Horse Camp should be prioritized for spring 2022. Sisters Ranger District recreation staff have noted that several of the current temporary fixes, which include the use of ropes to hold together broken rails, have situated broken pieces at sharp angles with the protruding points facing interior of the corrals.

C. CUSTOMER SERVICE – This evaluation criteria is related to MM standards

1. Good PR maintained with Forest visitors

Early Season – As a result of the heavy hazard tree workload and pre-season maintenance lift, six campgrounds on the Bend-Fort Rock Ranger District were not ready in time to open for Memorial Day weekend as planned. Reservations were cancelled and the opening dates pushed out by a week. Forest Service fire crews were able to prioritize the tree removal in five out of six campgrounds ahead of the weekend and reservations were rebuilt by hand given that Recreation.gov does not have a function for restoring reservations. In the future, please confirm reservation cancellations with Forest Service prior to canceling them. We appreciate Vista Recreation’s staff, particularly Michelle, Chris and Elin quick and time-intensive work to help us reinstate and secure reserved sites. Onsite hosts were extremely patient in helping ensure everyone who had a prior reservation had a campsite. Public response to this effort was nearly 100% positive.

Hosts – On the whole, hosts seem to be great representatives of Vista Recreation and their respective campgrounds. Of exceptional note were the Whitefish Horse Camp hosts and Trapper Creek Hosts – the permit administrator received a plethora of positive feedback on the pride in their work, excellent customer service and work ethic.

2. Good comments received from visitors

General – Overall, Forest staff are in agreement that most comments and general responses from the public have been positive this season. Folks are finding friendly staff and clean facilities. Hosts are making sure that in instances of double-booking or reservation confusions everyone involved has a campsite and positive compromises are reached.

Complaints – The Forest Service received minimal complaints this season. The number of complaints vastly improved from the 2019 season. Most complaints have been focused on not being alerted ahead of arrival time that water systems are not yet on for the season. Moving forward, please plan to place banners or other forms of communication on Recreation.gov that alert visitors if water systems are not yet open for the season. The Forest Service recognizes the huge lift it takes to get these systems open, much of which cannot be started until early-mid May based on weather conditions. The public is also typically understanding as long as it’s communicated to them prior to their visit so they can make alternative arrangements.

Recreation.gov – Michelle was fantastic and very responsive to issues that involved reservations and Recreation.gov. She helped troubleshoot and remedy errors generated by Recreation.gov by investigating the online system and coordinating with staff on the ground to find solutions. She also followed up with visitors impacted by these snafus and ensured that they had a site and a positive experience.

Figure 3: 2021 USFS Performance Evaluation, Deschutes National Forest

Recreation.gov Photos - There are still a number of sites that have been identified as missing from the interactive map feature on Recreation.gov, as well as campsite photos. During early season planning Vista Recreation indicated that they planned to have a dedicated staff member visit all locations to add this information via the R1S Ranger app.

As of January 5, 2022, only one campground has uploaded photos from this effort (93 campsites / 146 campsites at Crane Prairie Campground). To date, photos of permitted campground campsites are as follows: Completed Photos: 16 campgrounds, Partial Photos: 20 Campgrounds, No Photos: 32 Campgrounds. With the exception of Crane Prairie Campground, existing photos were taken by permit administrator. Given that Vista Recreation is going into the fourth year of their special use permit, the Forest Service would like to see completed campsite photos available on Recreation.gov this season.

3. Fees & services provided as represented

2021 Fees – The Forest Service has not received any comments or complaints as it relates to the services being provided for the current price.

2022 Fee Increase – Vista Recreation provided the Forest Service with a fee increase proposal in October 2021 giving the Forest Service ample time to review ahead of 2022 reservation season. Vista Recreation was amenable to recommendations Forest Service staff made and will implement changes moving into 2022.

4. Visitor compliance with FS regulations obtained

Public Use Restrictions – Chris and his staff were responsive and diligent in updates kiosks and hosts as public uses restrictions changed over the course of the summer. Chris remained proactive, periodically checking in with permit administrator to see if new predictions from fire staff had been made for the next round of changes.

In the 2022 season, fire prevention staff have asked that Vista Recreation staff remove the “Wanted: Your Campfire Dead Out” signs from kiosks during campfire bans. This messaging coupled with signage that says “No Campfires” proved confusing for some visitors.

Abandoned Campfires – Hosts have been providing abandoned campfire reports, but they often don’t make it to Chris and then to the permit administrator until a few weeks have passed. Moving into the 2022 season prevention staff have asked that they receive more real-time information that can help them focus their prevention efforts on specific locations with reoccurring offenses.

D. MEANINGFUL MEASURES

Health & Cleanliness

1. Humans free from exposure to human waste

Permit administrator has not been made aware of any incidents as it relates to this issue. Chris was diligent in scheduling vault pumping ahead of reaching capacity.

2. Water and sewage treatment systems meet w/ all state & FS standards

Reporting – OHA inspections and FS start-up forms were completed and submitted to permit administrator on time. Updated *Emergency Response Plans* and sampling plans were provided to permit administrator during the 2020 season.

Figure 3: 2021 USFS Performance Evaluation, Deschutes National Forest

Routine / Nitrate Sampling – Chris and Elin conducted all sampling on time and ensured permit administrator received all needed reports.

Positive Samples – Chris and Elin went above and beyond to help troubleshoot issues with water systems that returned positive samples including, most notably South Twin, Lower Bridge and Crescent Lake water systems. They closely worked with county OHA officials to ensure all state and county regulations were upheld, resampling procedures followed protocol and systems were operated in accordance with OHA specifications.

3. Garbage does not exceed container capacities

Winter Dumpster Storage – During the 2019/2020 winter a number of dumpsters were not secured behind a locked gate causing an issue with trash accumulating without services. During the 2020/2021 winter Vista Recreation remedied this issue for the most part, with the exception of Whispering Pines Horse Camp, where a dumpster was not removed in a timely manner during fall 2020 nor turned over to discourage use.

Dumpsters have been secured for the 2021/2022 to the best of the permit administrator's knowledge.

Summer – Permit administrator received one report of overflowing dumpsters causing issues at Crane Prairie Campground. Chris was quick to respond and informed staff of the need to move overstuffed garbage to open dumpsters.

Recycling Bins – Permit administrator did observe numerous filled recycling bins. However, recycling removal is part of a larger, systemic issue related to capacity issues with recycling center. In the fall of 2021 permit administrator met with Vista Recreation, Discover Your Forest and Heart of Oregon staff to brainstorm solutions for increased recycling pick-up and outflow in the 2022 season.

4. Garbage containers are animal resistant

Sunset Cove Campground hosts alerted Chris, who in turn shared with the Forest Service, about increased bear activity in the Odell Lake area. Vista Recreation staff were diligent in making sure garbage was secure.

Vista Recreation agreed to purchase bear proof dumpsters when ordering new receptacles with 2021 GT funds.

5. Sites are free of litter and animal refuse

The Forest Service did not receive any reports or complaints about trash or animal waste within campgrounds. Permit administrator found very clean, well-maintained grounds of all of the campgrounds at which they conducted annual inspections.

6. Graffiti is removed within 48 hours of discovery

Permit administrator isn't aware of any graffiti issues.

7. Toilets & garbage locations are free of objectionable odors

The Forest Service didn't receive any substantiated concerns around excessive odor from bathrooms or trash receptacles.

8. "Pack-in/Out" message is posted where used, and accumulated trash is removed within 24 hours of discovery

Figure 3: 2021 USFS Performance Evaluation, Deschutes National Forest

The Forest Service is not aware of any concerns.

9. All other facilities are kept clean

Recycling – The Sisters Ranger District campgrounds experienced a delay in receiving recycling receptacles at the beginning of the season as additional bins needed to be made. Moving forward this shouldn't be an issue as bins have been created for all sites.

Chris continues to facilitate recycling operations with Discover Your Forest and Heart of Oregon. A meeting was held in fall of 2021 to try to develop a more succinct pick-up system that alleviates the excess recycling being stored at the Twin Lake Administrative Site. The current piles of recycling awaiting pick-up have attracted theft on multiple occasions. Chris continues to be committed to finding solutions to maintain and improve the recycling program.

Setting

1. Effects from recreation use that conflict with environmental laws are analyzed and mitigated

Completed to standard

2. Recreation opportunities and site management are consistent with ROS objective

Completed to standard

3. Landscape character at all sites is consistent with Forest scenic integrity objective(s)

Completed to standard

4. Existing vegetation management plan(s) are adhered to & vegetation loss or erosion caused by recreation use is corrected or prevented

Completed to standard

5. Number of people & vehicles is kept below site capacity

Permit administrator is not aware of any issues related to extra vehicles or exceeding site capacity.

Safety & Security

1. Safety inspections completed annually – documented high-risk conditions are corrected prior to use

Safety Inspections – Chris and his staff conducted annual pre-season inspections as quickly as they were able given their workload. Hazards and repairs were noted where applicable. End of season inspections were conducted for all sites and future repairs noted.

Hazard Tree Inspections – Elin did exceptional, thorough work in identifying the majority of hazard trees across the forest. Central Oregon Tree Experts continue to do a professional job of removing trees. We appreciate that Vista Recreation staff are on-hand during felling to ensure mitigation measures are met and all trees addressed.

The Forest Service also appreciates Chris and Elin's willingness to do a cursory look this fall for potential hazard trees requiring removal in the spring of 2022. This work helps our wildlife biologists draft needed assessments over the winter which will hopefully expedite approval for tree removal in the spring.

2. High-risk conditions that develop during the season are mitigated, or the site is closed

Chris contacted permit administrator in August to relay that a couple of large diameter limbs had broken roughly 75' up in large Ponderosa trees within Pringle Falls Campground. The limbs

Figure 3: 2021 USFS Performance Evaluation, Deschutes National Forest

- were stuck in the canopy yet could break loose in the wind. Chris worked with the forest to close the campsites until he could schedule tree contractors to remove the limbs.
- Incident Reports** – Chris provides incident reports filed by Vista Recreation staff to permit administrator to keep the forest appraised of concerns.
- 3. Employees have dependable communications**
 To permit administrator's knowledge there are still some hosts in areas that lack cell coverage who do not have dependable forms of communication. This remains a safety concern.
- 4. Activities prohibited under 36 CFR 261.14, sub-part A are dealt with appropriately**
 Completed to standard
- 5. Utility systems meet applicable state and local regulations**
 Vista Recreation continues to provide maintenance and attention to utility systems. Permit administrator is unaware of any issues.

Responsiveness

- 1. Facilities, when signed as accessible, meet guidelines in UAOR: A Design Guide**
 Completed to standard
- 2. All site entrances are well-marked, easily found, and visitors feel welcome**
 Vista Recreation staff are diligent about maintaining campground entrances. Signs are legible and staff brings needed repairs and concerns forward to permit administrator.
- Metolius Basin** – This fall Chris and Elin installed three new campground entrance signs in the Metolius Basin as one of our 2021 GT line items. The sign orders and installation went smoothly, and the new signs look fantastic!
- 3. Info boards look fresh, professional, are uncluttered, and contain appropriate info. Multi-lingual services are provided as needed**
Kiosks – All kiosks that the permit administrator observed were neat and organized. The permit administrator didn't observe any hand-written signs - all materials looked professional and met the FS sign plan guidelines. Fee envelopes were well-stocked and fee boxes appropriately labeled.
- Vista Recreation staff were timely in posting signage for public fire use restrictions and other messaging as it occurs.
- Holiday Rates** – During inspections the permit administrator observed campground pricing posted. However, they noted that holiday rates and dates were not posted. Permit administrator reached out to Chris and his staff quickly responded and posted rates.
- 4. All personnel demonstrate good customer service practices**
Host Locations – The Forest Service did not receive any complaints indicating that visitors weren't able to locate their host. Vista Recreation added signage to unhosted campground kiosks notifying visitors as to where they can find the closest host for assistance. In previous years, visitors had difficulty locating the nearest host and frequently called Forest Service staff for help.
- Comment Cards** – Chris provided comment cards to permit administrator throughout the season. Generally, comment cards are positive and appreciative of hosts. The most common

Figure 3: 2021 USFS Performance Evaluation, Deschutes National Forest

concerns focus on Recreation.gov issues.

Recreation.gov – Recreation.gov continues to be a major source of frustration for visitors. Most of the complaints stem from issues outside of Vista Recreation’s control.

The Forest Service saw a shift this season in the ability for more than one person within Vista Recreation to manage Recreation.gov changes, edits and questions. Michelle took an active role in helping troubleshoot reservation issues and her assistance was an enormous help in getting issues resolved in a timely manner.

Employee Concerns - In May one of our law enforcement officers responded to an incident at Gull Point Campground. A woman called 9-1-1 reporting that her son, her fiancé, and herself had been verbally harassed by the Gull Point Campground hosts. LE met the family at South Twin Lake to talk through the incident.

They shared that they arrived at Gull Point Campground and parked their truck in site #26 (they believe) and went down to the water’s edge. The woman’s 13-years-old son was approximately 50’ to 100’ feet away from the group of adults. She observed an older man come up to her son and start talking to him. From the son’s account the host asked the son, “Is that your truck?” indicating the one in site #26. The son said yes, to which the host replied, “Are you guys that god damn stupid?” At that point, it is reported that Linda the other host arrived and explained that there was no day use allowed and asked, “Can you not read the signs?” It was explained that the group had gone down to the water’s edge and Linda’s response was “I don’t give a shit, you can’t park here.” The language in quotes was delivered as it was heard by those making the report to our LE.

LE then visited the camp hosts at Gull Point Campground. Before he could ask any questions, the host said to him “Well I didn’t say ‘god damn stupid’ to them.” LE tried to talk them through how they could handle this situation differently in the future, but both hosts were unreceptive and continued to twist his words and bring up incidents from the past two seasons. LE suggested that if they’d just had a conversation with these folks about day use not being available in campgrounds the people would likely have moved their truck.

Warren and his team were incredibly responsive. The Bend-Fort Rock District Ranger had a meeting with Vista Recreation’s human resources manager to discuss the incident and how the company planned to address the situation. Warren changed his travel plans to be present in-person at the annual host training. The Forest Service very much appreciates the severity and attention with which Vista Recreation responded to this incident and the value Warren places around quality customer service.

The Forest Service did not receive any additional complaints about these hosts for the remainder of the season.

Condition of Facilities

1. All restrooms are functional and in good repair

Vista Recreation staff did an outstanding job this season maintaining restrooms. Restrooms

Figure 3: 2021 USFS Performance Evaluation, Deschutes National Forest

were exceptionally clean, well-stocked with toilet paper and maintenance cleaning logs were always up-to-date.

- 2. All facilities, including parking and use sites, meet FS design standards and guidelines in UAOR: A Design Guide, per the transition plan

Completed to standard

- 3. All structures and facilities meet the INFRA-STRUCTURE definition for good condition

Completed to standard

- 4. Signs & bulletin boards are well-maintained and meet FS standards

All kiosks that the permit administrator observed were neat and organized. The permit administrator did not observe any hand-written signs - all materials looked professional and met the FS sign plan guidelines. Fee envelopes were well-stocked and fee boxes appropriately labeled.

- 5. Roads are treated to control dust

Completed to standard

- 6. Vandalism is corrected or mitigated within 1 week of discovery

Completed to standard

Have all "Below Standard" items from the previous performance inspection/appraisal(s) been corrected? Y__ / N__ / NA X

Holder's comments:

Figure 3: 2021 USFS Performance Evaluation, Deschutes National Forest

**Performance Inspection/Appraisal(s)
Overall Rating System**

Nationally, only three performance inspection/appraisal ratings are possible for developed site concession administration. These are: 1) "Above Standard", 2) "Meets Standard" and 3) "Below Standard". These three ratings have been established to provide national consistency and definition for the concession inspection/appraisal rating system. As the Authorized Officer, you may develop additional site-specific rating criteria to assist you in further defining and reaching these three ratings but only these three specific ratings can be used to describe your written rating that is given to the holder. You must also have any additional site-specific rating information presented either as a part of the prospectus or as agreed to with the holder if that criteria is developed after the permit has been authorized.

1. If any Critical Element is rated as "Below Standard", the best possible overall rating is "Below Standard."

With receiving a rating of "Below Standard" for any Critical Element(s), the holder should be given written notice regarding which of the Critical Element(s) did not achieve the "Meets Standard". The performance concerning the Critical Element(s) has to be corrected immediately. Depending on the Critical Element, the permit may be either immediately suspended (i.e. no insurance policy) or the permit administrator may allow continued use but with that Critical Element not available for public use (i.e. a bad water sample).

2. If more than three non-critical elements are rated "Unacceptable," the best possible overall rating is "Below Standard."

With receiving a rating of "Below Standard" for any non-critical element(s), the holder should be given written notice regarding which of the non-critical element(s) did not achieve the "Meets Standard". The performance for these non-critical elements has to be improved prior to the next rating period, which will be defined by the permit administrator. The holder must be issued a written notice for the Opportunity to Take Corrective Action as stipulated in Section VI (B) of the Special-Use Permit (FS-2700-4h (B-02)) by the Authorized Officer or designated permit administrator. This is the required first step towards any suspension and/or revocation of use for all or portions of the permitted use.

3. If any of the elements are found to exceed "Meets Standard", then you must set the rating at "Above Standard."

The holder's signature denotes that the Forest Service representative has discussed this evaluation/appraisal with the holder or his/her representative. A holder's signature does not necessarily constitute an agreement or acceptance of the rating

Signatures:

Holder or Representative:  Date: 4-12-2022

Forest Representative:  Date: 4/12/22

Figure 3: 2021 USFS Performance Evaluation, Deschutes National Forest

Figure 4: 2017 USFS Performance Evaluation, Lake Tahoe Basin Recreation Complex



CALIFORNIA LAND MANAGEMENT

**2017 PERFORMANCE EVALUATION
LAKE TAHOE BASIN RECREATION COMPLEX**

October 19, 2017

Summary Performance Statement: - *The 2017 season was the busiest on record as the popularity of Lake Tahoe as an outdoor recreation destination continues to grow. California Land Management (CLM) was not only tested this year by record visitation, but also by the late openings of several recreation sites caused by the record winter snowfall. Regardless of these challenges, CLM FULLY MET all performance elements in operating and managing the Lake Tahoe Basin Recreation Complex. In several key areas, CLM exceeded ABOVE established standards and expectations. CLM's Tahoe Recreation unit is to be commended for not only providing high quality recreation opportunities to the visiting public, but in working well with permit administrators in responding to the numerous unique challenges that developed throughout this very busy 2017 season.*

PERFORMANCE ELEMENTS

Items listed are nationally defined Critical Elements for performance inspection/appraisal ratings.

Note: Items marked with an asterix () will be considered in more detail in the "Noted Comments" section of this review*

A. PERMIT TERMS

ITEMS	Above Standard	Fully Meets Standard	Below Standard
1. Insurance requirements met		X	
2. Payments timely		X	

Figure 4: 2017 USFS Performance Evaluation, Lake Tahoe Basin Recreation Complex

3. Use reports accurate and timely		X	
4. Cooperation with permit administrators	*X		

B. OPERATION AND MAINTENANCE PLAN

ITEMS	Above Standard	Fully Meets Standard	Below Standard
1. O&M Plan complete & properly submitted		X	
2. G/T fee off-set plan submitted in a timely manner		X	
3. G/T off-set projects completed to standard	*X		
4. Seasonal Ops & Maintenance performed to standard and in a timely manner	*X		

C. CUSTOMER SERVICE (this evaluation criteria is related to MM standards)

ITEMS	Above Standard	Fully Meets Standard	Below Standard
1. Good PR maintained with Forest visitors.	*X		
2. Good comments received from visitors.		X	
3. Fees & services provided as represented.		X	
4. Visitor compliance with FS regulations obtained.		*X	

D. MEANINGFUL MEASURES

ITEMS	Above Standard	Fully Meets Standard	Below Standard
<i>Health and Cleanliness</i>			
1. Humans free from exposure to human waste		X	
2. Water and sewage treatment systems meet w/all state and FS standards.		X	
3. Garbage does not exceed container capacities.		*X	
4. Garbage containers are animal resistant		X	
5. Sites are free of litter & animal refuse.		X	

Figure 4: 2017 USFS Performance Evaluation, Lake Tahoe Basin Recreation Complex

D. MEANINGFUL MEASURES - (Continued)

ITEMS	Above Standard	Fully Meets Standard	Below Standard
6. Graffiti is removed within 48 hours of discovery.		X	
7. Toilets & garbage locations are free of objectionable odors.		X	
8. All other facilities are kept clean.	*X		
<u>Settings</u>			
1. Effects from recreation use that conflict with environmental laws are analyzed and mitigated.		X	
2. Recreation opportunities and site management are consistent with ROS objectives.		X	
3. Landscape character of all sites is consistent with Forest scenic integrity objective(s).		X	
4. Existing vegetation management plan(s) are adhered to and vegetation loss or erosion caused by recreation use is corrected or prevented.		X	
5. Numbers of people & vehicles is kept below site capacity.		X	
<u>Safety & Security</u>			
1. Safety inspections completed annually. Documented high risk conditions are corrected prior to use.	*X		
2. High-risk conditions that develop during the season are mitigated, or the site is closed.		X	
3. Employees have dependable communications.		X	
4. Activities prohibited under applicable 36 CFR's are dealt with appropriately.		X	
5. Utility systems meet applicable state and local regulations.		X	
<u>Responsiveness</u>			
1. Facilities, when signed as accessible, meet guidelines in UAOR.		X	
2. All site entrances are well marked, easily found, and visitors feel welcome.		X	
3. Info boards look fresh, professional, are uncluttered and contain appropriate info. Multi-lingual services are provided as needed.		X	
4. Personnel demonstrate good customer services practices.		X	

Figure 4: 2017 USFS Performance Evaluation, Lake Tahoe Basin Recreation Complex

D. MEANINGFUL MEASURES – (Continued)

ITEMS	Above Standard	Fully Meets Standard	Below Standard
<i>Condition of Facilities</i>			
1. All restrooms are functional and in good repair.		X	
2. All facilities, including parking and use sites, meet FS design standards and guidelines.		X	
3. All structures and facilities meet the Infrastructure definition for good condition.		X	
4. Signs & bulletin boards are well maintained and meet FS standards.		X	
5. Roads are treated to control dust.		X	
6. Vandalism is corrected or mitigated within 1 week of discovery.		X	

Figure 4: 2017 USFS Performance Evaluation, Lake Tahoe Basin Recreation Complex

Performance Inspection/Appraisal(s)

Overall Rating System

Nationally, only three performance inspection/appraisal ratings are possible for developed site concession administration. Performance that is "above standard," fully "meets standard," or performance is "below standard." These three ratings have been established to provide national consistency and definition for the concession inspection/appraisal rating system. As the Authorized Officer, you may develop additional site-specific rating criteria to assist you in further defining and reaching these three ratings but only these three specific ratings can be used to describe your written rating that is given to the holder. You must also have any additional site-specific rating information presented either as a part of the prospectus or as agreed to with the holder if that criteria is developed after the permit has been authorized.

1. If any Critical Element is rated as "Below Standard," the best possible overall rating is "Below Standard."

With receiving a rating of "Below Standard" for any Critical Element(s), the holder should be given written notice regarding which of the Critical Element(s) did not achieve the "Meets Standard." The performance concerning the Critical Element(s) has to be corrected immediately. Depending on the Critical Element, the permit may be either immediately suspended (i.e. no insurance policy) or the permit administrator may allow continued use but with that Critical Element not available for public use (i.e. a bad water sample).

2. If more than three non-critical elements are rated "Unacceptable", the best possible overall rating is "Below Standard." With receiving a rating of "Below Standard" for any non-critical element(s), the holder should be given written notice regarding which of the non-critical element(s) did not achieve the "Meets Standard." The performance for these non-critical elements has to be improved prior to the next rating period, which will be defined by the permit administrator. The holder must be issued a written notice for the Opportunity to Take Corrective Action as stipulated in Section VI (B) of the Special-Use Permit (FS-2700-4h (8-02)) by the Authorized Officer or designated permit administrator. This is the required first step towards any suspension and/or revocation of use for all or portions of the permitted use.

3. If any of the elements are found to exceed "Meets Standard", then you must set the individual element rating at "Above Standard."

The holder's signature denotes that the Forest Service representative has discussed this evaluation/appraisal with the holder or his/her representative. A holder's signature does not necessarily constitute an agreement or acceptance of the rating.

<p>Signatures:</p>  <p>_____ C.J.M. Representative</p>  <p>_____ Forest Service Representative</p>	<p><i>10/25/17</i> _____ Date</p> <p><i>10/19/17</i> _____ Date</p>
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Figure 4: 2017 USFS Performance Evaluation, Lake Tahoe Basin Recreation Complex

NOTED COMMENTS

1. * **CLM cooperation with permit administrators**
 - a. **Operations Managers** – CLM’s success is often reflected in the high caliber of people they hire to manage their operations. This year when faced with the untimely mid-season resignation of their highly valued Basin Operations Manager due to health reasons, the company was able to quickly find an interim veteran employee to replace him until a full time qualified replacement was recruited from the ranks. Considering the unique challenges of this season, CLM was able to continue to provide high quality recreation opportunities to the public with minimum disruptions. The new manager is very affable and accommodating and we are looking forward to working with him next year.
 - b. **Resource and Safety Awareness Training** –Early in the season CLM, along with other Basin permittees, participated in a Resource and Safety Awareness training at the Forest Service Supervisors Office. The training included Bear Management, Aquatic Invasive Species Screening, Plague and Hanta Virus Awareness, Accessibility, and Hazard Tree Monitoring and Identification. CLM is to be commended in that they had the highest participation number of all other permittees. Their level of participation is a good example to other Forest Service permittees, and CLM was praised this year by the Forest Service biologist and the Tahoe Conservancy AIS team members for their efforts.
2. * **G/T off-set projects completed to standard.**
 - a. Our Forest Service engineers have also praised CLM over the past several years because CLM managers keep our project administrators in the communication loop and are easy to work. Their willingness to accommodate construction projects in busy recreation sites is notable because of the extra work involved in managing the public expectations. Successful projects implemented this year included:
 - i. Restroom reconstruction at William Kent and Pope Beach
 - ii. Repaired tree damage to Meeks Bay Dayuse Restroom.
 - iii. Pump house construction at Kaspian Dayuse Area.
 - iv. Pier reconstruction at Kaspian Dayuse area.
3. * **Seasonal Ops & Maintenance performed to standard and in a timely manner**
 - a. **Delayed Openings/Early Openings**- Slowly melting winter snows caused delayed openings in several sites which impacted some visitor’s recreation plans. CLM managed the reservation system and notified visitors of the changing conditions. Even though challenged to open some sites, CLM was able to accommodate the early opening of Baldwin and Nevada Beaches. This willingness to work with the agency and to meet the needs of the visiting public is greatly appreciated!
 - b. **Full Dayuse Parking Lots** - Dayuse recreation parking lots were full more often and earlier in the day than in previous years. This resulted in waiting vehicles sacking into roadways and causing serious traffic delays. CLM worked with permit administrators to develop better management solutions that resulted in improved roadway traffic flows at both Nevada and Pope Beach Dayuse areas.

Figure 4: 2017 USFS Performance Evaluation. Lake Tahoe Basin Recreation Complex

More improvements are needed however and CLM and the Forest Service will continue to fine tune this situation next year

c. Baldwin Campground

- i. **Staffing** - Your employee at Baldwin Campground did a very good job in managing a very difficult site. This is a key position and CLM's decision to pay a higher hourly wage is appreciated.
- ii. **Trailhead Parking** - Your employee did attempt to manage trail head traffic flow thru the campground by installing some unapproved traffic management signs. Please get approval from the permit administrator in the future before employing new traffic management strategies.

4. * Good PR maintained with Forest visitors.

- a. **Smaller Beaches** - Due to the high lake levels and resulting smaller beaches, meeting the public's high expectations of having high quality recreation opportunities was a challenge this year. CLM did a good job informing visitors of the existing conditions and encouraged them to be considerate of other visitors.
- b. **Fuels Treatments** - Numerous forest health fuels treatment impacted CLM operated sites this year. CLM staff did a good job explaining the benefits of fuels thinning projects that impacted visitors entering Pope Beach and camping at Fallen Leaf Campground.

5. * Visitor compliance with FS regulations obtained.

- a. **Working with Special Uses** - CLM was very responsive and helpful when requested to help host the LTBMU sponsored Wilderness Ranger Academy. The campground manager worked closely with the permit administrator and successfully accommodated more than 100 Wilderness Rangers. In addition this season CLM staff also facilitated various events at davuse areas including meetings, school groups and Native American Ceremonies.

6. *Garbage does not exceed container capacities (Trash Management).

- a. **More Trash Capacity** - Because of the increase in visitation this season, more trash was generated. CLM responded creatively by providing more capacity in the form of larger trash dumpsters. In addition they also placed larger 20 yard bins at Pope and Nevada Beaches which allowed them to better manage overflowing trash on a daily basis.

7. * All facilities are kept clean

- a. **CLM staff was consistently on pace** with basic maintenance issues and are to be commended for their ability to respond to demands from the public and still provide high quality recreation opportunities. Our recreation sites were safe, clean, and maintained to high levels throughout the season. Numerous compliments from the public were received concerning the cleanliness of the sites.

8. * Safety inspections completed annually. Documented high risk conditions are corrected prior to use.

- a. **Hazard Trees** - CLM continues to follow the LTBMU Hazard Tree protocols in timely and efficient manner. Due to their early season identification of hazard trees, the forest health staff was able to confirm identified trees, submit the appropriate fuel wood permits, and allow CLM to mitigate the hazards before recreation sites opened. As in previous years, the forest health crew has reported that CLM is very thorough and easy to work with!

Figure 4: 2017 USFS Performance Evaluation, Lake Tahoe Basin Recreation Complex

GENERAL ISSUES AND COMMENTS

1. **Staff Training**
 - a. **Good Host Training** - The high volume of visitation to our recreation sites did create some stressful conditions for CLM staff this season. Though the majority of the staff remained poised and calm when contacting the public, there were some reports of dayuse staff losing their cool and being rude to visitors. This situation was most prevalent at the Dayuse kiosks. Please train and remind your staff to practice Good Host habits throughout the season, even when situations are tense.
 - b. **Senior Pass** - There were challenges when shifting to from the old to new Senior Pass. The use of the Voucher Program did create some confusion and visitors were sent to the Forest Service visitor desk unnecessarily. Extra education is always needed when new policies are introduced.
2. **Staffing Challenges** - We acknowledge that there was a chronic shortage of available help in the local employee market this year which created staffing challenges for all employers Basin wide. Please be in contact with your permit administrator if this situation develops again next year and potentially impacts your ability to provide services to standard.
3. **4th of July** -
 - a. CLM staff did a good job hosting the 4th of July at its various beaches. Reports from cooperators were positive when asked about CLM's management of the event. One improvement for next year would be to have security staff show up earlier in order to be better briefed in their duties and management protocols.
4. **Subleases** - The subleases managed by CLM continue to be an efficient way to provide unique recreation opportunities to the visiting public.
5. **Mobile Food Carts** - Overall, the food cart program continues to be popular.
 - a. Are there any suggestions on how to improve their profitability and service to the public?
6. **Pavillion Operation** - CLM now manages the operation of the pavilion and the NRRS handles reservations.
 - a. How did the season go?
 - b. Were there any operational problems?
 - c. Were there any reservation problems?
 - d. Is new signage sufficient?
7. **Stay Limits** - Were stay limit policies able to be enforced?
8. **BBQ Removal at Dayuse beaches** - Please continue to remove BBQ's from dayuse beaches. Focus on removing BBQ's that challenge defensible space protocols.
9. **Notifications and Signage** - Signage was good this year with few exceptions. Let's work again early next season to refine appropriate messaging.
 - a. CFR's
 - b. CLM's Rules of Use
 - c. CLM Priority Rules - A condensed short list of priority rules that address hot button issues such as the 6 person capacity per campsite rule, one RV

Figure 4: 2017 USFS Performance Evaluation, Lake Tahoe Basin Recreation Complex

per campsite, and the importance of parking on paved surfaces (or within the designated area). Other critical issues to include on this list should be chosen carefully. This list will be handed out to campers as they register and will be posted on approved bulletin boards (not restroom doors or breezeways).

d. Bear Aware Signage (latest generation)

e. Food Storage Rules as depicted in the Food Storage Forest Order

10. Winter Patrol – Has Kevin been briefed on duties?

11. Future Challenges

o Visual Beaches?

12. Other Issues?

Figure 4: 2017 USFS Performance Evaluation, Lake Tahoe Basin Recreation Complex

B. OPERATIONS

1. Operating Seasons O(X) G() A() NI() U()

Minimum Operating seasons are met according to schedules identified in the Operating Plan (subject to weather and snow conditions).

2. Facilities - Annual Inspections A(X) NI() U()

Pre and Post-season health and safety inspections are conducted jointly with the Forest Service prior to the opening of sites for the season. (If the Forest Service was unavailable for the site inspections, this item will not be rated.)

3. Personnel Management / Staff Organization O(X) G() A() NI() U()

Staff organization is provided to maintain the levels of service specified in the Operating Plan and to complete the maintenance items.

Staff reside at the locations identified in the Operation Plan.

A current list of employees and schedule for care and policing is provided.

Staff training is provided to employees as identified in the Operating Plan.

Note: FS participation in early-season meeting w/local CLM employees has been beneficial and a great opportunity to demonstrate to CLM employees that CLM and FS are working in partnership, as well as an opportunity to answer FS specific questions. Hume Lake RD staff look forward to this opportunity in the 2019 season.

4. Uniforms and Vehicle Identification A(X) NI() U()

CLM employees will be neat and clean in appearance. Uniforms will be worn while on duty.

Company owned vehicles will be clearly marked with the company's name and logo

5. Reporting Responsibility A(X) NI() U()

Damage to government facilities >\$100 reported verbally within 24 hours, written report within 1 week; >\$50 reported on a weekly basis.

Law enforcement contacts, accidents, and other safety incidents reported verbally within 24 hours of occurrence, written report within one week.

6. Routine Cleaning and Policing

Cleaning and policing is performed with sufficient regularity to maintain sites to be clean, sanitary, free of litter, neat and well kept

Figure 5: 2019 USFS Performance Evaluation, Sequoia National Forest, Hume Lake Ranger District

Restrooms and Toilets:
O(X) G() A() NI() U()

Peak Season: Restrooms in open "full service" campgrounds are checked 3 times daily; "remote" campgrounds and dispersed areas, one daily cleaning and sanitizing during the peak season.

General campground and day use areas are cleaned and sanitized once daily (some sites specified in the Op Plan are cleaned twice daily).

Early, late and winter seasons: Restrooms in "full service" campgrounds receive one cleaning and sanitizing daily. General campground and day use areas are cleaned to ensure sanitary conditions (no less than twice weekly).

Scrub downs take place once weekly while facility is open to the public.

Campgrounds and Day Use Areas:
O(X) G() A() NI() U()

Campsites cleaned to maintain a clean and neat appearance. Includes litter removal, removal of ash/debris from fire rings, cleaning of stoves and grills, and washing of picnic tables.

Facilities are routinely checked for cleanliness, sanitation and safety.

7. Signing and Advertising:
O(X) G() A() NI() U()

Facilities are posted with signs indicating site(s) are operated under a Special Use Permit.

Advertising and brochures include wording that concession operations are under permit and located on the Sequoia National Forest.

Rules of Use are posted at each developed site. Other required signs are posted at each facility. Signs are kept current, clean, neat and orderly.

8. Regulations / Law Enforcement
O(X) G() A() NI() U()

Enforcement protocol is followed for compliance actions. Employees initially seek compliance through information and education. Requests for assistance for law enforcement personnel follow the communication guidelines specified in the Operating Plan.

Contacts to 911 or the Sequoia Emergency Communication Center are reported on Incident Reports.

Additionally, email correspondence with photos is often provided to FS as soon as incidents involving vandalism or other unauthorized activities (i.e. tagging)

Figure 5: 2019 USFS Performance Evaluation, Sequoia National Forest, Hume Lake Ranger District

- 9. Fees and Collection** A(X) NI() U()
 Fees for camping, extra vehicles, and firewood sales are collected using both the hand collection and iron ranger methods, as identified in the Operating Plan. Cash collected on site is balanced against receipts issued and is deposited on a regular schedule.
- 10. Health and Safety** O(X) G() A() NI() U()
 Periodic safety inspections are performed, and corrective actions taken as needed.

 Employee safety is provided for, including appropriate equipment.

 Hazard trees are identified and removed after approval by the Forest Service. When the volume of affected timber justifies it, the Forest Service may conduct a salvage sale.

 Lids on all garbage cans and bins are kept closed. Bear proof bins are provided in specified areas (see Operating Plan). Pick ups shall be scheduled frequently enough to minimize 'overflow' situations.

 Suppression of any plague outbreaks is handled cooperatively with State and local officials. *(None in 2018.)*
- 11. National Forest Reservation Service** O(X) G() A() NI() U()
 Sites specified in the Operating Plan are available on the NRRS.

 Informational signs are maintained, and equipment is provided to properly operate the reservation system.

 Check-in procedures, information retrieval, special requests and refunds are handled as identified in the Operating Plan
- C. MAINTENANCE**
Maintenance Responsibilities
- a. Minor Maintenance** O(X) G() A() NI() U()
 Damage to facilities, including vandalism, is promptly repaired. Minor maintenance is performed on an "as agreed upon" basis.
- b. Tenant Type Maintenance** O(X) G() A() NI() U()
 Tenant type maintenance on buildings is completed (as per the Maintenance Plan exhibit in the Operating Plan)
 Routine tenant-type maintenance is performed on all camp units and related facilities.
- c. Water Systems**
 See "Water System Operating Guidelines" in the Operating Plan for specific operation, testing and reporting requirements.

Figure 5: 2019 USFS Performance Evaluation, Sequoia National Forest, Hume Lake Ranger District

Water systems are *operated* as required. O(X) G() A() NI() U()

Water system *reporting* requirements are met. O(X) G() A() NI() U()

D. SPECIAL CONDITIONS

1. Special Conditions

Support of the forest-wide recycling program is continued. A(X) NI() U()

Interpretive Programs on the Hume Lake District are provided through a Collection Agreement. A(X) NI() U()

Forest Orders pertaining to the areas under permit are adhered to A(X) NI() U()

Communications systems are provided, with radio repeaters installed for radio communication where possible. A(X) NI() U()

D. FOREST SERVICE COMMENTS:

California Land Management (CLM) operations for this 2018 year were again adversely affected by the states hazard tree mortality. Dave Taylor did an amazing job while working with several USFS staff and private logging businesses to coordinate efforts in removing hundreds of trees from the Landslide Campground. Documentation of felled trees and reporting to the District was done accurately and timely. Most all comments received from forest visitors detailed a wonderful experience with CLM. All campground maintenance needs were given close attention in a timely manner. Pre-Season meetings and trainings where both CLM and FS staff were present proved to benefit the overall operation and should continue into the 2019 season. Dave Taylor worked diligently to train, coach and mentor Mike Dumas who proved to be an exceptional component to the overall operation to the 2018 season. Mike went above and beyond while working this season by providing Kyle Lane with daily campground availability reports which were then disseminated to public service employees within the FS and NPS visitor centers and beyond.

When considering work completed under the GT Fee Off-set, it is recommended that work projects be completed next year (i.e. fence at Hume Lake Campground, install fire rings, install new bear boxes and parking bollard replacement throughout all campgrounds). Overall, it has been a pleasure working with CLM and all of their staff this 2018 season.

E. CONCESSIONAIRE'S COMMENTS:

Figure 5: 2019 USFS Performance Evaluation. Sequoia National Forest, Hume Lake Ranger District.

F. OVERALL ANNUAL RATING:

 Outstanding X Good ___ Acceptable ___ Needs Improvement ___ Unacceptable ___

G. SIGNATURES:

Concessionaire:



 Date: 2/12/19

Signature



Title

Forest Officer:



 Date: Feb 7, 2019

Signature



Title

DEFINITIONS OF RATING LEVELS:
Outstanding (A):

Generally, the work and operations exceed the standards. This can be in frequency, quality, promptness, customer satisfaction, etc. Very little, if any, prompting or corrective actions are needed.
 This would be work at the 'A' level.

Good (B):

This is for those areas where most of the work is really good, but perhaps there had to be some prompting, reminders, and some corrective action taken. The corrective action was taken in a timely manner, the standards were met, but not exceeded.
 This would be work at the 'B' level.

Acceptable (C):

This is for average work in all areas. Regular monitoring indicated standards were being met, not exceeded. Comments and corrective action are frequently needed. Nothing special about the operations. Meets the minimum requirements.
 This would be work at the 'C' level.

Needs Improvement (D):

Work and operations frequently fall below the minimum standards. No serious health and safety violations, but agreed upon follow-up actions are not completed on time, or the quality is poor.
 This would be work at the 'D' level.

Unacceptable (F):

Quality is poor, agreed upon follow-ups are not completed, serious health and safety problems continue to exist, serious customer service problems go without resolution.
 This would be work at the 'F' level.

Figure 5: 2019 USFS Performance Evaluation, Sequoia National Forest, Hume Lake Ranger District

Figure 6: 2019 USFS Performance Evaluation, Sequoia National Forest, Kern River Ranger District

Performance Evaluation for California Land Management CY2018		
Sequoia National Forest		
Concessionaire: California Land Management		Date: 2-07-2019
Concessionaire Representative: Debbie Campbell		
Recreation Area: Kern River Ranger District		
Rating Codes:	O = Outstanding	G = Good
	NI = Needs Improvement	A = Acceptable
		U = Unacceptable
<u>SPECIAL USE PERMIT PERFORMANCE STANDARDS</u>		<u>RATING</u>
A. SPECIAL USE PERMIT TERMS AND CONDITIONS		
1. Fee Payments		
Cranger-Thye Fee Offset		O() G(X) A() NI() U()
Annual Agreement submitted by January 31st of each year.		
Projects completed by due date stated on Agreement, or due date changed with Forest Service approval and CLM approval.		
Project receipts submitted to the Forest Service 90 days after acceptance of project by the Permit Administrator. Final project receipts submitted no later than January 31st.		
Payments are made on schedule.		A(X) NI() U()
2. Insurance:		
Certificate / Policy provided with correct type and amount.		A(X) NI() U()
Policy submitted on time.		
Required wording needs only minor edits.		
3. Annual Operating Plan:		
Plan is submitted for review and approved by March 1 st .		A(X) NI() U()
4. Use and Revenue Data: (Per Forest Supervisor's Office)		
Use data reports are submitted to the Forest Service according to the schedule in the Operating Plan.		A(X) NI() U()
Final revenue records are submitted 30 days after the end of the operating year. CLM's current Operating Year ends October 31st.		

Figure 6: 2019 USFS Performance Evaluation, Sequoia National Forest, Kern River Ranger District

B. OPERATIONS

1. Operating Seasons

OO G(O) A() NI() UX()

Minimum Operating seasons are met according to schedules identified in the Operating Plan (subject to weather and snow conditions).

Winter staffing is sufficient to service year-round facilities. A minimum check of once a month is conducted on closed facilities.

Note: Some improvement needed at lower Kern River Dry Use sites regarding attention during in-season heavy use periods and winter months.

2. Facilities - Annual Inspections

A(O) NI() UX()

Pre and Post-season health and safety inspections are conducted jointly with the Forest Service prior to the opening of sites for the season. (If the Forest Service was unavailable for the site inspections, this item will not be rated.)

3. Personnel Management / Staff Organization

O(O) G() A() NI() UX()

Staff organization is provided to maintain the levels of service specified in the Operating Plan and to complete the maintenance items.

Staff reside at the locations identified in the Operation Plan.

A current list of employees and schedule for care and policing is provided.

Staff training is provided to employees as identified in the Operating Plan.

Note: FS participation in early-season meeting w/local CLM employees has been beneficial and a great opportunity to demonstrate to CLM employees that CLM and FS are working in partnership, as well as an opportunity to answer FS specific questions. This did not happen in 2018 due to FS scheduling conflict, but will resume in 2019.

4. Uniform and Vehicle Identification

A(O) NI() UX()

CLM employees will be neat and clean in appearance. Uniforms will be worn while on duty.

Company owned vehicles will be clearly marked with the company's name and logo.

5. Reporting Responsibility

A(O) NI() UX()

Damage to government facilities >\$100 reported verbally within 24 hours, written report within 1 week; >\$50 reported on a weekly basis.

Law enforcement contacts, accidents, and other safety incidents reported verbally within 24 hours of occurrence, written report within one week.

Figure 6: 2019 USFS Performance Evaluation, Sequoia National Forest, Kern River Ranger District

6. Routine Cleaning and Policing

Cleaning and policing is performed with sufficient regularity to maintain sites to be clean, sanitary, free of litter, neat and well kept.

Restrooms and Toilets:

O() G(X) A() NI() U()

Peak Season: Restrooms in open "full service" campgrounds are checked 3 times daily: "remote" campgrounds and dispersed areas, one daily cleaning and sanitizing during the peak season.

General campground and day use areas are cleaned and sanitized once daily (some sites specified in the Op Plan are cleaned twice daily).

Note: Additional attention needed at Lower Kern River Day Use sites during high use periods.

Early, late and winter seasons: Restrooms in "full service" campgrounds receive one cleaning and sanitizing daily. General campground and day use areas are cleaned to ensure sanitary conditions (no less than twice weekly). *Note: Additional attention needed at Lower Kern River Day Use sites during shoulder and off-seasons.*

Scrub downs take place once weekly while facility is open to the public.

In 2018 closed restrooms at Pioneer Point Campground had accumulations of spider webs. Other restroom facilities appeared well attended to inside and out.

Campgrounds and Day Use Areas:

O(X) G() A() NI() U()

Campsites cleaned to maintain a clean and neat appearance. Includes litter removal, removal of ash/debris from fire rings, cleaning of stoves and grills, and washing of picnic tables.

Facilities are routinely checked for cleanliness, sanitation and safety.

7. Signing and Advertising:

O(X) G() A() NI() U()

Facilities are posted with signs indicating site(s) are operated under a Special Use Permit.

Advertising and brochures include wording that concession operations are under permit and located on the Sequoia National Forest.

Rules of Use are posted at each developed site. Other required signs are posted at each facility. Signs are kept current, clean, neat and orderly.

8. Regulations / Law Enforcement

O(X) G() A() NI() U()

Enforcement protocol is followed for compliance actions. Employees initially seek compliance through information and education. Requests for assistance for

Figure 6: 2019 USFS Performance Evaluation, Sequoia National Forest, Kern River Ranger District

law enforcement personnel follow the communication guidelines specified in the Operating Plan.

Contacts to 911 or the Sequoia Emergency Communication Center are reported on Incident Reports.

Additionally, email correspondence with photos is often provided to FS as soon as incidents involving vandalism or other unauthorized activities (i.e. illegal dumping) are brought to the attention of Debbie Campbell. These are followed up with submittal of incident reports.

9. Fees and Collection

A(X) NI() U()

Fees for camping, extra vehicles, and firewood sales are collected using both the hand collection and iron ranger methods, as identified in the Operating Plan. Cash collected on site is balanced against receipts issued and is deposited on a regular schedule. Note: Iron ranger only used on lower Kern Day Use sites.

10. Health and Safety

O(X) G() A() NI() U()

Periodic safety inspections are performed, and corrective actions taken as needed.

Employee safety is provided for, including appropriate equipment.

Hazard trees are identified and removed after approval by the Forest Service. When the volume of affected timber justifies it, the Forest Service may conduct a salvage sale. *Hazard trees were identified and removed by CLM in 2018 (see list.) FS did not conduct salvage sale, however did remove additional hazard trees within CLM managed campgrounds.*

Lids on all garbage cans and bins are kept closed. Bear proof bins are provided in specified areas (see Operating Plan). Pick ups shall be scheduled frequently enough to minimize 'overflow' situations.

Suppression of any plague outbreaks is handled cooperatively with State and local officials. *(None in 2018.)*

11. National Forest Reservation Service

O(X) G() A() NI() U()

Sites specified in the Operating Plan are available on the NRRS.

Informational signs are maintained, and equipment is provided to properly operate the reservation system.

Check-in procedures, information retrieval, special requests and refunds are handled as identified in the Operating Plan.

Figure 6: 2019 USFS Performance Evaluation, Sequoia National Forest, Kern River Ranger District

C. MAINTENANCE

Maintenance Responsibilities

a. Minor Maintenance

O(X) G() A() NI() U()

Damage to facilities, including vandalism, is promptly repaired.
 Minor maintenance is performed on an "as agreed upon" basis.

b. Tenant Type Maintenance

O(X) G() A() NI() U()

Tenant type maintenance on buildings is completed (as per the Maintenance Plan exhibit in the Operating Plan)
 Routine tenant-type maintenance is performed on all camp units and related facilities.

c. Water Systems

See "Water System Operating Guidelines" in the Operating Plan for specific operation, testing and reporting requirements.

Water systems are operated as required. O(X) G() A() NI() U()

Water system reporting requirements are met. O(X) G() A() NI() U()

D. SPECIAL CONDITIONS

1. Special Conditions

Support of the forest-wide recycling program is continued. A(X) NI() U()

Interpretive Programs on the Hume Lake District are provided through a Collection Agreement. N/A for Kern River A() NI() U()

Forest Orders pertaining to the areas under permit are adhered to. A(X) NI() U()

Communications systems are provided, with radio repeaters installed for radio communication where possible. A(X) NI() U()

D. FOREST SERVICE COMMENTS:

In 2018 CLM continued to be responsive to maintenance needs and reporting vandalism and other incidents that occurred within CLM managed facilities on the Kern River Ranger District. Most inspections found bulletin boards, restrooms and campsites well cared for, with a high level of attention to hazard reduction in and around campgrounds, consistent cleanliness of restrooms and professionally maintained bulletin boards. Sites recommended for increased cleaning and trash pick-up are the day use sites on the Lower Kern due to excessive use at these sites and a need for more frequent attention during high use periods. Of note, Debbie Campbell worked with a local plumber to design and install custom 'baskets' in the Boulder Gulch lift station to respond to increased problems with visitors flushing inappropriate materials, thus causing lift station malfunctions. Site improvements, such as shade shelters have been installed for enhanced visitor

Figure 6: 2019 USFS Performance Evaluation, Sequoia National Forest, Kern River Ranger District

experiences. Debbie has continued to maintain excellent communication and responsiveness with District employees during transition between several different employees over the past year. She has also worked closely with the District in development of a multi-year G-T Fee Off-set agreement to identify high priority projects for implementation over the next three years.

E. CONCESSIONAIRE'S COMMENTS:

F. OVERALL ANNUAL RATING:

Outstanding X Good ___ Acceptable ___ Needs Improvement ___ Unacceptable ___

G. SIGNATURES:

Concessionaire: [Signature] Date: 2/15
 Signature
 Title
 Forest Officer: [Signature] Date: 3/11/2019
 Signature
 Title

DEFINITIONS OF RATING LEVELS:

Outstanding (A):

Generally, the work and operations exceed the standards. This can be in frequency, quality, promptness, customer satisfaction, etc. Very little, if any, prompting or corrective actions are needed. This would be work at the 'A' level.

Good (B):

This is for those areas where most of the work is really good, but perhaps there had to be some prompting, reminders, and some corrective action taken. The corrective action was taken in a timely manner, the standards were met, but not exceeded. This would be work at the 'B' level.

Acceptable (C):

Figure 6: 2019 USFS Performance Evaluation, Sequoia National Forest, Kern River Ranger District

This is for average work in all areas. Regular monitoring indicated standards were being met, not exceeded. Comments and corrective action are frequently needed. Nothing special about the operations. Meets the minimum requirements. This would be work at the 'C' level.

Needs Improvement (D):

Work and operations frequently fall below the minimum standards. No serious health and safety violations, but agreed upon follow-up actions are not completed on time, or the quality is poor. This would be work at the 'D' level.

Unacceptable (F):

Quality is poor, agreed upon follow-ups are not completed, serious health and safety problems continue to exist, serious customer service problems go without resolution. This would be work at the 'F' level.

Figure 6: 2019 USFS Performance Evaluation, Sequoia National Forest, Kern River Ranger District

Figure 7: 2020 USFS Performance Evaluation, Sierra National Forest



Standard Performance Evaluation Form for Campground and Related Granger-Thye Concessions

Concessionaire: California Land Management Date: February 6, 2020

Concessionaire Representative: Eric Mart, Shia Geminder

Recreation Sites: Sierra National Forest Concessionary Permit BLD459

Rating Key: G = Good; S = Satisfactory; NI = Needs Improvement; U = Unacceptable

* designates a critical performance standard that will be given more weight in the evaluation. Critical performance standards should be identified in advance, and may vary by concession.

Unsatisfactory critical performance standards or overall ratings must be corrected by the next evaluation, or the permit will be subject to suspension or revocation.

Performance Standards

Permit Terms	Rating
1. Insurance requirements met. <i>Notes: Sent promptly after meeting.</i>	G(✓) S() NI() U()
2. Payments timely <i>Notes: We recognize that sometimes the letter and bill do not go out soon after being made. 30 days from date of the letter going out is acceptable for bill being due.</i>	G(✓) S() NI() U()
3. Use reports accurate and timely. <i>Notes: Appreciate getting this monthly.</i>	G(✓) S() NI() U()
4. Title VI requirements met. <i>Notes: no recollection of incidents in 2019</i>	G(✓) S() NI() U()
5. Advertising and signing acceptable <i>Notes: From what I have seen, it is acceptable.</i>	G(✓) S() NI() U()
6. Other permit terms met <i>Notes: Concerned about the number of operation managers, each side is supposed to have 1 .. Response Assistant ops on High Sierra side to assist with Tommy operating whole forest. If issues come up, reevaluate.</i>	G() S(✓) NI() U()

Annual Operating Plan

1. Operating Plan properly submitted	G(✓) S() NI() U()
2. Employees knowledgeable of operating plan. <i>Notes: Throughout the year there was improvement on the High Sierra side, which was needed.</i>	G() S(✓) NI() U()
3. Rates charged and services provided as represented in operating plan.	G() S(✓) NI() U()

Figure 7: 2020 USFS Performance Evaluation, Sierra National Forest



Health and Cleanliness

Rating

1. Human waste is removed immediately upon discovery or notification. G(✓) S() NI() U()
Notes: no incidents that came up
2. Water and sewage treatment systems meet state and Federal standards. G() S() NI(✓) U()
Notes: Improvement was needed on the High Sierra side last year. 1 at Dorobulle, 1 at Dinky violations. Jody would appreciate heads up from CLM if they know something is coming through
3. Garbage does not exceed the capacity of containers G() S() NI(✓) U()
*Notes: BL-Operational sites did not appear to have overflowing garbage. All seemed to have been handled very well. Only problem location being Big Sandy due to multiple entrance locations and difficulty closing of site. This site received multiple clean up through the season.
 HIS- Needs improvement in regards to trash. Ward Lake issue.- we should have someone cycle through after sites closed - maybe remove dumpsters. Tommy still thinks trash will be an issue*
4. Garbage containers are animal resistant G() S(✓) NI() U()
Notes: This is a work in progress on the High Sierra side. Holder maintenance must keep up with those dumpsters already animal resistant. BL agrees they need to work on holder maintenance on some dumpsters, but not in any critical position.
5. Developed sites are free of liner and domestic animal waste G(✓) S() NI() U()
Notes:
6. Graffiti are removed within 48 hours of discovery or notification G(✓) S() NI() U()
Notes:
7. Toilets and garbage locations are clean and free of objectionable odor. G() S(✓) NI() U()
Notes:
8. If the Pack In / Pack Out rule applies, message is prominently displayed, and any accumulations of trash are removed within 24 hours of discovery or notification. G() S() NI(✓) U()
Notes: need to make sure sign is at every site that is closed - might be a good idea to add "No Services Provided"
9. All other facilities are clean and well maintained G() S(✓) NI() U()
Notes:

Setting

1. Numbers of people and vehicles are kept at or below site capacity G(✓) S() NI() U()
Notes

Safety and Security

1. Site safety inspection is completed annually. Documented high-risk conditions are corrected prior to operating season. G() S() NI(✓) U()
Notes: HIS- some sites being opened prior to clearing of hazard trees (Ward and vermilion were opened before hazard trees mitigated)

Figure 7: 2020 USFS Performance Evaluation. Sierra National Forest



On BL sites w/ hazard trees remain closed as needed. Various sites received work and are ongoing, many received work prior and were ready for opening (sites around BL).

2. High-risk conditions that develop during the operating season are G () S () NI (✓) U ()
corrected or mitigated, or the site is closed.
Notes: see note above
3. Employees have dependable communications. G () S (✓) NI () U ()
Notes: Communication improved as operational managers were adjusted
4. Concessionaire rule enforcement role is handled effectively. G (✓) S () NI () U ()
Notes: no complaints for 2019
5. Concessionaire presence provided as necessary to give users G (✓) S () NI () U ()
sense of security.
Notes: Jody was kept up to date on personnel changes more than previous years
6. Patrols conducted as required to maintain sufficient level of rule enforcement.
G (✓) S () NI () U ()
Notes: CLM had folks out til 10/11pm, made sure things were under control each evening. Very similar to #4 – consider combining.
7. Electrical systems meet state and local requirements. G (✓) S () NI () U ()
Notes:

Responsiveness

1. Facilities signed as accessible meet accessibility standards. G (✓) S () NI () U ()
Notes:
2. Entrance is well marked. G (✓) S () NI () U ()
Notes:
3. Information boards look professional and uncluttered, and contain current information pertaining to site. Information provided in other language as needed. G (✓) S () NI () U ()
Notes: make sure we keep current forest orders posted
4. Personnel demonstrate good customer service practices G () S (✓) NI (✓) U ()
Notes: Some issues on the HS side with comments regarding the staff at Eastwood. Understand issues with Rec.gov, however we're all in this together. HS staff had several circumstances of blaming rec.gov rather than help find a solution for a customer
5. Visitor comment cards are available, and customer complaints G (✓) S () NI () U ()
are handled effectively.
Notes: Receive at the SO in large packets, incidents are mixed in. Would be helpful if incidents were at the start of the pile.
6. Recreation information pertaining to the site is available. G () S (✓) NI () U ()
Notes: rec.gov complaints situation

Figure 7: 2020 USFS Performance Evaluation, Sierra National Forest


Facility Condition
Rating

1. All facilities, including restrooms, signs, and information boards are functional and in good repair, and meet Forest Service standards. G () S (✓) NI () U ()

Notes: continue with holder maintenance in addition to GT repairs

2. Facilities are properly maintained according to maintenance schedules. G () S (✓) NI () U ()

Notes: Would like to highlight the extensive efforts of table repair at Rec. Point. Need to continue with holder maintenance to get up to date with backlog.

3. Granger-Thye fee offset work is completed and approved by the Forest Service. G () S () NI (✓) U ()

Notes: Hazard tree work and bear proof dumpster items had been approved. Efforts were made to complete expense items. Work on the HS has been lacking the last couple of years for GT. Hazard tree tracking went astray last summer in the HS back country sites.

4. Damage caused by vandalism or accidents is corrected or mitigated within one week of discovery or notification. G (✓) S () NI () U ()

Notes:

List deficiencies identified during the last performance evaluation. Have they been corrected? If no, document specifics:

Last performance evaluation had been for 2018 mid-year. Continued focus on hazard trees and water samples

Elaborate on any items given an unsatisfactory rating. Provide specific reasons underlying the rating, and specify corrective action needed:

N/A

Additional comments on performance:

HS: Overall good season, confusion and miscommunications due to staff changes mid-season; no major complaints. Would appreciate hearing about staffing changes sooner, especially when it's an operational manager.

BL: Overall good season. Few incidents came up, but Tommy seemed on top of them and addressed them as best possible. Appreciate the work to be neighborly with the boaters on the Merced sites. Still need resolution of that situation.

Overall: Last year saw good progress with the hazard trees, need to continue to actively work to get sites open that have been closed. Communication remains the biggest issue and assurance that staffing levels are appropriate and as prescribed in the prospectus. Customer service at offices needs to show improvement and always consider the Forest Service a partner, not someone to blame. We're in it together.

Overall Rating Options: Good, Satisfactory, Needs Improvement or Unacceptable

Mid-Year Evaluation - did not occur

Annual Evaluation - Satisfactory February 6th, 2020

Figure 7: 2020 USFS Performance Evaluation, Sierra National Forest

Figure 8: 2018 USFS Performance Evaluation, White River National Forest

Standard Performance Evaluation - White River N F			
Annual Performance Appraisal Concession Campgrounds			
Forest: <u>White River National Forest</u>	Holder: <u>CLM db White River Recreation</u>		
Administrator: <u>Paula K Peterson</u>	Date: <u>December 10, 2018</u>		
Performance Item	Above Standards	Met Standards	Below Standards
A. PERMIT TERMS			
1. Increase requirements met	X		
2. Payment timely		X	
3. Use spots accurate & timely	X#		
4. Title VI requirements met		X	
5. Other permit terms met (SPD, Safety, etc.)			
Compliance	X#		
Interpretive Programs		N/A	
Management Plans		X#	
B. OPERATION & MAINTENANCE PLAN			
1. O&M Plan complete & properly followed	X#		
2. O&M off-site plan obtained as timely as needed	X#		
3. O&M off-site projects completed to standard	X		
4. Pre- and post-season open & maintenance performed to standard and in a timely manner		X	
C. CUSTOMER SERVICE - This evaluation criteria is related to FS standards			
1. Good FR maintained with Forest visitors	X#		
2. Good comments received from visitors	X#		
3. Fees & services provided as requested		X	
4. Visitor compliance with FS regs obtained		X#	
D. PERFORMANCE MEASURES			
Health and Cleanliness			
1. Historic tree from exposure to human waste	X		
2. Water and sewage treatment systems meet all state & FS standards	X		
3. Garbage does not exceed container capacities	X		
4. Garbage containers are animal resistant	X		
5. Sites are free of litter & animal refuse	X		
6. Litter is removed within 48 hours of discovery		X	
7. Tables & benches maintained free of objectionable debris	X		
8. "Use It Or Lose It" message at picnic tables used, and objectionable trash is removed within 24 hours of discovery		X	
9. All picnic facilities are kept clean	X		

Denotes a nationally defined Critical Element for performance ratings
 # Denotes topic is addressed in Supporting Narrative Comments
 N/A Denotes Not applicable or Not Observed

Figure 8: 2018 USFS Performance Evaluation, White River National Forest

Performance Item	Above Standards	Meets Standards	Below Standards
Scenic			
1. Offsets from recreation use that conflict with Environmental laws are analyzed and mitigated		X	
2. Recreation opportunities and the management are consistent with RCE objectives	X		
3. Existing vegetation management plan(s) are adhered to & vegetation loss or erosion caused by recreation use is corrected or prevented		X	
4. Numbers of people & vehicles is kept below site capacity		X#	
Safety & Security			
1. Safety inspections completed annually. Documented high risk conditions are corrected prior to use		X	
2. High-risk conditions that develop during the season are mitigated, or the site is closed		X	
3. Employees have dependable communications	X		
4. Activities prohibited under 26 CFR 261.14, sub-part A are dealt with appropriately	X		
5. Utility systems meet applicable state and local regulations		X	
6. All logjacks & record keeping are complete and accurate	X		
Equipment			
1. Facilities, when signed or applicable, meet guidelines in UACR: A Design Guide		X	
2. All site entrances are well signed, easily found, and vehicles feel welcome	X		
3. Info boards (back, front, professional, art, educational) and certain interpretive info. Multi-media services are provided as needed	X		
4. All personnel demonstrate good customer service practices	X		
Condition of Facilities			
1. All restrooms are functional and in good repair	X		
2. All newly constructed facilities, including parking and rest sites, meet current accessibility standards as required		X	
3. All structures and facilities meet the INFRA-STRUCTURE definition for good condition		X	
4. Signs & bulletin boards are well maintained and meet FS standards	X		
5. Roads, gravel ways, and ditches are maintained to standards		X	
6. Violations is corrected or mitigated within 1 week of discovery	X#		
# Denotes a nationally defined Critical Element for performance ratings; SC Indicates topic is addressed in Supporting Narrative Comments N/A Denotes Not applicable or Not Observed			

Comments and/or corrective actions pertaining to specific items listed above. See attached Narrative Comments for items marked with "N"

Have all "Below Standard" items from previous performance inspection/appraisal(s) been corrected? See attached comments as appropriate.
 There were no items rated as "Below Standards" in 2018 and WRR/CLM continues to perform at a high level of customer service along with management of the recreation sites themselves.

Holder's comments: _____

Figure 8: 2018 USFS Performance Evaluation. White River National Forest

(Continue on a separate sheet of paper if desired)

Forest-wide comments: The concession permit administrator position on the White River has been vacant since September 2017. The Forest has filled this vacancy with a variety of temporary staff. WRR accepted this challenge with optimism and went over and beyond to aid the detailed Forest Service staff to have a seamless operating season in 2018. WRR took on the management of additional developed sites on the Dillon Ranger District including Blue River, Cataract Creek, MacDonald Flats, Willows, Elliot Creek, Prairie Point, South and North Cow Creek Campgrounds and Sapphire Point day use overlook. The clientele at most of these sites would best be described as a rough and tumble crowd. WRR's staff took on the management challenge and succeeded on all aspects. They especially made a physical difference with the volume of GT specific projects at these sites. We are pleased that WRR will continue to manage these sites into 2019.

Performance Items with # Comments: Comments below are meant to be constructive in nature and intended to help both WRR and agency personnel to have similar expectations as we move into the future.

A3. Use and revenue reporting for 2018 exceeded our expectations especially since the FS had detailers occupying the administrator position. They were submitted timely and WRR staff was always helpful to explain the parameters of the spreadsheets. The GT Offset tracking spreadsheet was an aid in permit administration and tracking the GT Offset project status. It would help if the monthly revenue reports from both zones would include the relationship to the GT Offset 15% and 3% values to the administrator can track the progress as the season progresses.

A5. Communication: WRR staff was very responsive to FS personnel regarding questions, concerns, and constructive feedback. Again with a temporary permit administrator the WRR staff was patient and knowledgeable in respect to how things have been accomplished in the past working with the previous long-term administrator. There were several sewage and water system issues over the summer of 2018 and WRR staff worked alongside FS personnel to solve the issue. One constructive note would be for WRR staff to understand the constraints within the FS contracting system and the steps or process we must adhere to. We know these processes can be challenging so ensuring that the WRR personnel understand the "Forest Service" way an to speak would help relationships continue to grow between WRR and the FS.

A5. Misc Sales: The first time since 2011 WRNF went into Stage II Fire Restrictions. This limitation affected the sales numbers of course for firewood. WRR staff did a good job supporting the fire ban restrictions through covering the firewood at the host sites, explaining to the guest why they couldn't have a fire, and suggesting other alternatives to a fire e.g. lantern or battery powered candle in the pit.

B1. The operating plan was submitted as timely as possible. The detailed administrator requested several questions and/or clarification prior to approval. Dates of operation should be focused on for the 2019 plan to ensure they are in fact the dates WRR plans to operate the sites. There were a few situations in 2018 where the dates in the operating plan may not have been what WRR had really intended to operate to. All sites were operated to the dates listed in the long run. Also verify if hosts will truly be on site or a camp ground will be removed/managed by other personnel (refer to the original prospectus).

B2. The GT Offset Plan was submitted timely. The FS appreciated the level of input both Larry Farquhar and Jeff Halstrom had into the plan especially since the FS administrator had limited experience with this plan. They provided key insight information to the detail of the projects. Suggestion for the final certification forms – add the specificity regarding # of features purchased and where they were installed e.g. fire rings/tables/lockers/wheel stops etc. In some cases the original GT Agreement didn't go into specifics regarding which site the feature would be installed in. Adding this specificity once the work has been completed will help the FS ensure all sites eventually come up to standard.

Figure 8: 2018 USFS Performance Evaluation, White River National Forest

C1 & 2 The FS reviewed the customer comments and with very few exceptions the forest visitor was very complimentary of the WRR staff. In the few incidents where we had negative comments from visitors WRR staff accepted the feedback from the permit administrator and made the needed corrections immediately.

C4. As described in the FW Comments above WRR took on several new sites around Green Mountain Reservoir. These particular forest visitors were not used to having to follow the rules of the campgrounds. The WRR staff met this challenge head on. We understand WRR had many staff changes due to the challenging personal interactions these sites brought. We commend the WRR staff on their determination and resolve in respect to a successful 2018 operation of these sites.

D Setting #4: The WRR met the challenge of managing the Green Mountain Reservoir visitor with professionalism and a "pick your battles" perspective. We commend the WRR staff for the work they did to begin to modify the behavior and the expectation of the visitor in the future.

D Condition of Facilities #6: We had a situation with fee tube theft in several GMR sites this season. WRR worked with the Dillon RD immediately to remedy the situation. They provided law enforcement information as needed to aid in the investigation.

Figure 8: 2018 USFS Performance Evaluation, White River National Forest

Annual Evaluation and Appraisal Overall Rating

Above Standards (X) Meets Standards () Below Standard ()

- Note:** 1. If any Critical Element is rated "Below Standard," the best possible overall rating is Below Standard.
2. If more than three other elements are rated "Below Standard," the best possible Overall rating is Below Standard.

Below Standards:

With receiving a rating of "Below Standard" for any Critical Element(s), the holder will be given a written OPPORTUNITY TO TAKE CORRECTIVE ACTION notice regarding which of the Critical Element(s) did not achieve the "Meets Standard". The performance concerning the Critical Element(s) has to be corrected immediately. Depending on the Critical Element, the permit may be either immediately suspended (i.e. no insurance policy) or the permit administrator may allow continued use but with that Critical Element not available for public use (i.e. a bad water sample).

With receiving a rating of "Below Standard" for any non-critical element(s), the holder will be given a written OPPORTUNITY TO TAKE CORRECTIVE ACTION. The performance concerning the non-critical element(s) has to be corrected within a reasonable time, not to exceed 30 days. The performance for these non-critical elements has to be improved prior to the next rating period.

The holder's signature denotes that the Forest Service representative has discussed this evaluation/appraisal with the holder or his/her representative. A signature does not necessarily constitute agreement or acceptance of the rating.

Signatures: Holder Representative: _____



Date: 7/16/18 _____

Forest Representative: _____



Date: 11/3/14 _____

Figure 8: 2018 USFS Performance Evaluation, White River National Forest

Financial Resources

for

Maurice's Campground

Town of Wellfleet



Excellence in the Operation of Public Recreation

Submitted by Vista Recreation
A division of RRM-CLM Services, LLC

Financial Office:

*11811 N. Tatum Blvd., Suite 4095
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(602) 569-2333
(602) 569-6225 fax*

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Town of Wellfleet / Maurice's Campground Financial Resources

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1. NOTES TO REVIEWERS ON RECENT MERGERS

In 2020, Recreation Resource Management (RRM) purchased the assets and operations of California Land Management (CLM). In the process, RRM changed its name to RRM-CLM Services, LLC to reflect the combined entity. This is why in the historic financials you will see years 2019 and prior labelled as “Recreation Resource Management” and 2020 and later labelled as “RRM-CLM Services.” This is the same company with the same leadership and same tax ID.

During this process, for a variety of tax reasons, the form of the company changed twice. We went from RRM to RRM-CLM Services (single member LLC) to RRM-CLM Services (multi-member LLC) – all in tax year 2020. While our tax ID and management did not change through this period, the IRS requires a different tax return for each period. That is why there are three tax returns for 2020 included in that section.

On the last day of 2021, RRM-CLM Services initiated the purchase of Basecamp Hospitality.

In the following financials, the December 31, 2021, balance sheet reflects these purchases but, since it was the last day of the year, the income statement does not. We can provide reviewers with historic financial statements of the acquired companies if that is helpful. Given this complexity, financials for 2022 have not been completed but we include an income statement below for trailing twelve months, which should be a pretty good indicator of where the company will finish the year.

As one final note, unrelated to financials per se, our company never sought out these acquisitions. However, the owners of all three companies specifically sought out our company as the one best able to ensure their employees, their agency commitments, and their customers were well taken care of. In two of these cases, the sellers turned down higher offers from other parties without USFS experience to merge with Vista Recreation.

Some key facts about the combined company:



Combined, We Operate Over 600
Recreation Areas



Partner Agencies

- ▶ National Park Service
- ▶ US Forest Service
- ▶ BLM
- ▶ Corps of Engineers
- ▶ TVA
- ▶ LCRA
- ▶ CA state parks
- ▶ MI state parks
- ▶ AL state parks
- ▶ East Bay MUD
- ▶ East Bay Regional Parks
- ▶ LA County
- ▶ Sierra Club
- ▶ Coronado County
- ▶ Lake Mead Water District
- ▶ City of Mead Park
- ▶ Southern California Edison
- ▶ Placer County
- ▶ City of Santa Clara
- ▶ Metropolitan Water District



2. COMPANY INFORMATION

Any questions or comments on this bid should be directed to Warren Meyer, President, CEO and Managing Member of RRM-CLM Services LLC.

Our contact information is:

RRM-CLM Services LLC d/b/a Vista Recreation
a Delaware LLC registered to operate in 15 states
11811 N. Tatum Blvd #4095

Phoenix, AZ 85028

www.camprrm.com

Phone: 602-569-2333

Fax: 602-569-6225

FEIN: 59-3764138

DUNS: 129080771

2.A. Organization & Shareholders -- RRM-CLM Services, LLC

RRM-CLM Services, LLC d/b/a Vista Recreation will be the holder for this permit. The principals of this company are:

Outdoor Recreation Services (75.25% ownership)

An Arizona S-Corporation owned 50-50 by:

Katherine. A Groves
9834 N 53rd Place
Paradise Valley, AZ 85253
SSN: xxx-xx-2203

Warren Meyer
9834 N 53rd Place
Paradise Valley, AZ 85253
SSN: xxx-xx-3627

CVF Capital Partners (24.75% ownership)

Brad Tribsch
Managing Partner
530-757-7004 ext. 224
btribsch@cvfcapitalpartners.com

3. RRM-CLM SERVICES FINANCIAL PRO FORMA

Due to the merger activity over the last several years, it is difficult to extrapolate from our past financials (included below) and likely 2022 operations. Listed below is a pro forma combination of Vista Recreation and Basecamp Hospitality for the twelve months ended November 30, 2022 as if they were one company through the whole period.

Vista Recreation Forecast Income Statement

	<u>2022 Est.</u>
Revenue	76,300,010
COGS	<u>4,094,256</u>
Gross Margin	72,205,754
Expenses	
Government Fees	10,616,391
Field Wages	24,307,028
Insurance	3,997,636
Other	<u>17,595,328</u>
Total Expenses	56,516,383
Operating Margin	15,689,371
Admin	
Wages	4,787,844
Other	<u>2,411,818</u>
Total Expense	7,199,662
TOTAL EBITDA	8,489,709
Non Operating Expenses	
Interest, Taxes, Dividends	4,048,616
Acquisition & Non-Recurring Exp.	<u>1,570,407</u>
	5,619,022
Net Income (excl Depreciation)	2,870,687

Note that in 2022, over 100% of our net income has been reinvested in capital spending, all of it on public lands as part of our recreation concessions.

The 4.5% net income as a percentage of revenues is in line with historical averages. The high depreciation number is due to the fact that the company invests most of its profits – millions of dollars each year – in new equipment and in facility improvements (in contracts outside the USFS where this is allowed).

Note that even with the new debt added on December 31, our interest coverage is about 2.5x and will go down substantially in 2023 as debt is paid off, and through a refinancing recently completed where expensive 8.5% interest debt was replaced with much cheaper bank debt.

Below is our balance sheet as of June 30, 2022. It should be noted that even in January, when most of our operations are closed, we have more than one full year of operating expenses for this contract in cash in the bank.

3.A. RRM-CLM Services Balance Sheet, June 30, 2022

This balance sheet includes all the assets and liabilities of the merged companies

Cash	\$15,971,852
Receivables & Other Current Assets	\$11,847,126
Equipment & Fixed Assets (net of Depreciation)	\$47,728,763
Total Assets	\$75,547,741
Accounts Payable	\$11,763,176
GT Offset in Progress / Unbilled FS Balances	\$1,428,993
Prepaid future reservations	\$17,943,265
Other current liabilities including current portion LTD	\$917,979
Asset Financing	\$415,751
Loans from Owners	\$10,500,000
Acquisition Seller Notes	\$26,100,000
Total Liabilities	\$69,069,164
Shareholder Equity	\$6,478,577
Total Liabilities & Shareholder Equity	\$75,547,741

Note that majority owners Warren Meyer and Katherine Groves have over \$4 million available at short notice to make additional investments in the company should opportunities arise.

4. RRM-CLM SERVICES FINANCIALS

4.A. Accountant Prepared Financial Reports 2018-2021

In the pages that follow, we've included our accountant-prepared financial reports. As discussed above, 2018 and 2019 are specific to Recreation Resource Management (RRM), and 2020 and 2021 represent RRM-CLM Services, LLC (RRM). Keep in mind that both RRM and RRM-CLM operate under the same tax ID and management structure; we simply "rebranded" and are doing business as Vista Recreation. Statements in 2018 and 2019 were compiled and 2020 and 2021 are audited (as will be all future statements).

As a note, losses in more recent years are due mainly to the acquisitions, both non-recurring acquisition costs as well as enormous amounts of depreciation due to the "asset purchase" structure of these acquisitions. Our operating cash flow is strongly positive and able to fund a robust capital improvement program.

Recreation Resource Management, Inc.

Financial Statements

Year Ended December 31, 2018

ATLAS.

CPAs & Advisors PLLC
An ATLAS Navigators LLC Firm

To Management
Recreation Resource Management, Inc.
Phoenix, AZ

Management is responsible for the accompanying financial statements of Recreation Resource Management, Inc. (an S corporation), which comprise the statement of assets, liabilities and equity – tax basis as of December 31, 2018, and the related statement of revenues and expenses – tax basis for the year then ended in accordance with the tax basis of accounting, and for determining that the tax basis of accounting is an acceptable financial reporting framework. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. Accordingly, we do not express an opinion, a conclusion, nor provide any form of assurance on these financial statements.

The financial statements are prepared in accordance with the tax basis of accounting, which is a basis of accounting other than accounting principles generally accepted in the United States of America.

Management has elected to omit substantially all the disclosures ordinarily included in financial statements prepared on the tax basis of accounting. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the Company's assets, liabilities, equity, revenues, and expenses. Accordingly, the financial statements are not designed for those who are not informed about such matters.

We are not independent with respect to Recreation Resource Management, Inc.

ATLAS CPAs & Advisors PLLC

Scottsdale, Arizona
August 20, 2019

Recreation Resource Management, Inc.
Statement of Assets, Liabilities and Equity - Tax Basis
Year Ended December 31, 2018

	Dec 31, 18
ASSETS	
Current Assets	
Checking/Savings	
Cash in Banks	193,763
Host Banks	8,517
TD Ameritrade	7,500
Total Checking/Savings	209,780
Accounts Receivable	
Accounts Receivable	21,715
Total Accounts Receivable	21,715
Other Current Assets	
Employee Loans	71,100
Latona Life Sciences	10,000
Prepaid Insurance	234,487
Store Inventory	60,196
Total Other Current Assets	375,783
Total Current Assets	607,279
Fixed Assets	
Equipment	4,573,580
Reservation System	262,401
Mobile Cabins	654,127
Honeycomb Facilities	851,769
Burney Falls Building	800,731
Burney Falls Cabins	494,161
Barton-Cedar Facilities	236,252
Guntersville SP Facilities	28,020
Loyston Point Facilities	136,502
TVA6 Facilities	29,073
Yarberry Facilities	577,858
Accumulated Depreciation	(6,654,783)
Total Fixed Assets	1,989,690
Other Assets	
California Liquor License	6,730
Goodwill	589,000
Non-Compete	10,000
Special Use Permits	750,000
Accumulated Amortization	(1,353,788)
Security Deposits	133,513
Total Other Assets	135,455
TOTAL ASSETS	2,732,423

See accompanying accountant's compilation report

Recreation Resource Management, Inc.
Statement of Assets, Liabilities and Equity - Tax Basis
Year Ended December 31, 2018

	Dec 31, 18
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
Accounts Payable	150,763
Total Accounts Payable	150,763
Other Current Liabilities	
Line of Credit	500,000
Income Tax Payable	9,485
Accrued Expenses	534,113
Reservations	422,000
Sales Tax Payable	26,827
Total Other Current Liabilities	1,492,425
Total Current Liabilities	1,643,188
Long Term Liabilities	
Chrysler Truck Loan	143,566
FFB - Yarberry Boat Loan	58,940
FFB - TVA6	66,443
Guntersville Cabins 2017	190,314
Honeycomb Cabins 2017	45,667
FFB - RC Cabin Lease	44,844
Total Long Term Liabilities	549,774
Total Liabilities	2,192,963
Equity	
Additional Paid In Capital	539,260
Capital Stock	200
Shareholder Distributions	(372,716)
Net Income	372,716
Total Equity	539,461
TOTAL LIABILITIES & EQUITY	2,732,423

See accompanying accountant's compilation report

Recreation Resource Management, Inc.
Statement of Revenues and Expenses - Tax Basis
Year Ended December 31, 2018

	Jan - Dec 18
Ordinary Income/Expense	
Income	
Campground Revenue	11,898,806
Total Income	11,898,806
Cost of Goods Sold	
Cost of Goods Sold	822,228
Total COGS	822,228
Gross Profit	11,076,578
Expense	
Advertising	1,543
Amortization Expense	10,422
Automobile Expense	170,679
Bank Service Charges	20,834
Boat Registration	668
Computer / Internet Services	106,180
Contributions	750
Credit Card Servicing Fees	117,408
Depreciation Expense	1,205,964
Dues and Subscriptions	24
Employee Appreciation	40,125
Equipment Rental	3,651
Equipment Repairs / Maintenance	160,340
Fees / Licenses	21,074
Fuel	203,158
Government Service Fees	688,046
Insurance	906,841
Interest Expense	33,644
Janitorial Supplies	169,501
Miscellaneous	7,542
Office Supplies / Services	66,999
Outside Services	77,298
Penalties and Fines	632
Performance Bond	1,379
Postage and Delivery	15,525
Printing and Reproduction	46,465
Professional Fees	71,654
Rent	60,266
Repairs and Maintenance	166,237
Salaries and Wages	3,577,195
Security	1,747
Taxes - Income	21,841
Taxes - Payroll	382,980
Taxes - Property	24,109
Taxes - State and Local	161,070
Telephone	142,748
Theft / Damage Loss	6,570
Tools and Supplies	419,096

See accompanying accountant's compilation report

RECREATION RESOURCE MANAGEMENT, INC.

YEAR ENDED DECEMBER 31, 2019

RECREATION RESOURCE MANAGEMENT, INC.

YEAR ENDED DECEMBER 31, 2019

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Statement of revenues, expenses and accumulated deficit (income tax basis)	4



Accountants' Compilation Report

Board of Directors
Recreation Resource Management, Inc.
Phoenix, Arizona

Management is responsible for the accompanying financial statements of Recreation Resource Management, Inc., which comprise the statement of assets, liabilities, and shareholders' equity - income tax basis as of December 31, 2019, and the related statement of revenues, expenses and accumulated deficit - income tax basis for the year then ended, in accordance with the income tax basis of accounting, and for determining that the income tax basis of accounting is an acceptable financial reporting framework. We have performed a compilation engagement in accordance with Statements on Standards for Accounting and Review Services promulgated by the Accounting and Review Services Committee of the AICPA. We did not audit or review the financial statements nor were we required to perform any procedures to verify the accuracy or completeness of the information provided by management. We do not express an opinion, a conclusion, nor provide any assurance on these financial statements.

The financial statements are prepared in accordance with the income tax basis of accounting, which is a basis of accounting other than accounting principles generally accepted in the United States of America.

Management has elected to omit substantially all the disclosures ordinarily included in financial statements prepared in accordance with the income tax basis of accounting. If the omitted disclosures were included in the financial statements, they might influence the user's conclusions about the Company's assets, liabilities, equity, revenues and expenses. Accordingly, the financial statements are not designed for those who are not informed about such matters.

We are not independent with respect to Recreation Resource Management, Inc.

BeachFleischman PC

Phoenix, Arizona
July 6, 2020

RECREATION RESOURCE MANAGEMENT, INC.
STATEMENT OF ASSETS, LIABILITIES AND SHAREHOLDERS' EQUITY (INCOME TAX BASIS)
DECEMBER 31, 2019
 (See Accountants' Compilation Report)

ASSETS

Current assets:	
Cash and cash equivalents	\$ 182,998
Accounts receivable:	
Trade	56,519
Employees	11,250
Inventories	61,216
Prepaid expenses	<u>141,941</u>
Total current assets	<u>453,924</u>
Property and equipment:	
Building	4,334,652
Equipment	2,762,703
Leasehold improvements	90,619
Office equipment	94,008
Vehicles	2,209,585
Software	<u>370,274</u>
	9,861,841
Less accumulated depreciation and amortization	<u>7,830,187</u>
	2,031,654
Intangibles, net	1,493
Deposits	<u>72,035</u>
	<u>\$ 2,559,106</u>

RECREATION RESOURCE MANAGEMENT, INC.
**STATEMENT OF ASSETS, LIABILITIES AND SHAREHOLDERS' EQUITY (INCOME TAX BASIS)
 (CONTINUED)**
DECEMBER 31, 2019
(See Accountants' Compilation Report)
LIABILITIES AND SHAREHOLDERS' EQUITY

Current liabilities:	
Current portion of long term debt	\$ 235,362
Current portion of capital lease obligations	64,218
Accounts payable	56,464
Accrued payroll and payroll taxes	68,105
Loan payable, shareholder	1,860
Other accrued expenses	600,834
Customer deposits	678,524
Other current liabilities	<u>26,532</u>
Total current liabilities	<u>1,731,899</u>
Long term debt, net of current portion	300,751
Capital lease obligations, net of current portion	<u>244,332</u>
	<u>545,083</u>
Shareholders' equity:	
Common stock	200
Additional paid in capital	539,260
Accumulated deficit	<u>(257,336)</u>
	<u>282,124</u>
	<u>\$ 2,559,106</u>

RECREATION RESOURCE MANAGEMENT, INC.
STATEMENT OF REVENUES, EXPENSES AND ACCUMULATED DEFICIT (INCOME TAX BASIS)
YEAR ENDED DECEMBER 31, 2019
(See Accountants' Compilation Report)

Campground revenue earned	\$ 12,749,364
Cost of revenues earned	<u>996,835</u>
Gross profit	<u>11,752,529</u>
Selling, general and administrative expenses:	
Depreciation and amortization	1,371,663
Legal and other professional fees	99,678
Office expense	57,862
Salaries and wages	3,945,650
Other selling, general and administrative expenses	<u>6,509,551</u>
	<u>11,984,404</u>
Loss from operations	<u>(231,875)</u>
Other income (expense):	
Interest expense	(116,267)
Interest income	50
Miscellaneous income	173
Gain on disposal of assets	<u>90,583</u>
	<u>(25,461)</u>
Net loss	<u>\$ (257,336)</u>
Retained earnings, beginning	<u>-</u>
Accumulated deficit, ending	<u>\$ (257,336)</u>

Part II



Warren Meyer
CC: Board of Directors
RRM-CLM Services, LLC
Phoenix, Arizona

In planning and performing our audit of the financial statements of RRM-CLM Services, LLC (the Company) as of December 31, 2020, in accordance with auditing standards generally accepted in the United States of America, we considered RRM-CLM Services, LLC's internal control over financial reporting (internal control) as a basis for designing audit procedures that are appropriate in the circumstances for the purpose of expressing our opinion on the financial statements, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, we do not express an opinion on the effectiveness of the Company's internal control.

Our consideration of internal control was for the limited purpose described in the preceding paragraph and was not designed to identify all deficiencies in internal control that might be material weaknesses or significant deficiencies and, therefore, material weaknesses or significant deficiencies may exist that were not identified. In addition, because of inherent limitations in internal control, including the possibility of management override of controls, misstatements due to error or fraud may occur and not be detected by such controls. However, as discussed below, we identified certain deficiencies in internal control that we consider to be significant deficiencies.

A deficiency in internal control exists when the design or operation of a control does not allow management or employees, in the normal course of performing their assigned functions, to prevent, or detect and correct, misstatements on a timely basis. A material weakness is a deficiency, or a combination of deficiencies in internal control, such that there is a reasonable possibility that a material misstatement of the Company's financial statements will not be prevented, or detected and corrected, on a timely basis. We consider the following deficiencies in RRM-CLM Services, LLC's internal control to be material weaknesses:

Timeliness of Monthly Reconciliations and Segregation of Duties

During our audit fieldwork as well as review of cash receipts internal controls, BF noted that the Payroll/AP Accountant opens the incoming checks and provides them to the CEO for deposit into the bank account. We also noted that the CEO records the deposit into the financial system (i.e., QuickBooks), however, there are no controls in place (such as use of a check log and other physical or electronic evidence) to document which checks were received, who opened the envelopes with the checks, who logged the checks, who reviewed the check log, and who deposited the checks. There are also no segregation of duties between who deposits the checks into the bank account and who records them into QuickBooks. Furthermore, we noted that review of bank and other account reconciliations was not consistently performed on a monthly basis and that there was no evidence of review of these reconciliations in the months that they were performed.

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2201 E. Camelback Rd., Suite 200, Phoenix, AZ 85016-3431 • 602.265.7011

We understand that when there are limited administrative staff, it can be difficult to implement procedures to ensure there are segregation of duties present. However, it is imperative to segregate duties surrounding the check receipt process from the time the mail is received to the time the deposits are recorded in QuickBooks. We recommend the client implement a process where one individual receives the mail and another opens the checks and logs them into the check log. We also recommend that a different individual from the one who is logging the checks is reviewing the check log prior to providing the checks to the CEO for deposit into the bank account. Furthermore, recommend that someone other than the CEO records the check deposit into QuickBooks. Finally, we recommend that general ledger accounts are reconciled on a monthly basis, such as 15-20 day period end close, to ensure that there is accurate financial reporting and we recommend that there is physical or electronic documentation retained regarding who reconciles all of the the general ledger accounts and who reviews these reconciliations.

Management's Response:

Manually received checks to headquarters constitute < 1% of the total receipts of the Company. However, management is looking into ways to improve the processes related to the deficiency noted above.

OTHER COMMENTS AND RECOMMENDATIONS

During our audit, we also became aware of the following deficiencies in internal control, other than significant deficiencies or material weaknesses, and other matters that are opportunities for strengthening internal controls and operating efficiency:

Password Policy

During our review of the information technology internal controls, BF noted that there is no password policy enforced for employee computers. Not having a policy means employees are not required to create or change their passwords, which represents an information security risk. We recommend the client change the settings on all employee computers to enforce a password policy.

We would like to express our appreciation for the courtesy and cooperation extended to us by everyone at RRM-CLM Services, LLC. We will review the status of these comments during our next audit engagement. We have already discussed many of these comments and suggestions with various Company personnel, and we will be pleased to discuss them in further detail at your convenience, to perform any additional study of these matters, or to assist you in implementing the recommendations.

This communication is intended solely for the information and use of the Board of Directors, management and others within the Company, and is not intended to be, and should not be, used by anyone other than these specified parties.

Blank F. Lincolnson PC

Phoenix, Arizona
November 17, 2021

RRM-CLM SERVICES, LLC
YEAR ENDED DECEMBER 31, 2020

RRM-CLM SERVICES, LLC
YEAR ENDED DECEMBER 31, 2020

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Independent Auditors' Report

Management
RRM-CLM Services, LLC
Phoenix, Arizona

We have audited the accompanying financial statements of RRM-CLM Services, LLC which comprise the balance sheet as of December 31, 2020, and the related statements of operations, members' equity, and cash flows for the year then ended, and the related notes to the financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the Company's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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1

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of RRM-CLM Services, LLC as of December 31, 2020, and the results of its operations and its cash flows for the year then ended, in accordance with accounting principles generally accepted in the United States of America.

Beach Fleischman PC

Phoenix, Arizona
November 17, 2021

RRM-CLM SERVICES, LLC

BALANCE SHEET

DECEMBER 31, 2020

ASSETS

Current assets:	
Cash and cash equivalents	\$ 6,794,447
Accounts receivable	131,342
Other receivables	48,765
Advances to employees	15,371
Inventory	322,685
Prepaid expenses	<u>745,704</u>
Total current assets	8,058,314
Property and equipment, net	7,533,958
Goodwill, net	2,772,816
Deposits	<u>133,307</u>
	<u>\$ 18,498,395</u>

LIABILITIES AND MEMBERS' EQUITY

Current liabilities:	
Current portion of long term debt	\$ 405,609
Current portion of subordinated debt	250,000
Current portion of capital lease obligations	512,370
Accounts payable	356,861
Accrued expenses	2,886,005
Current portion of contingent consideration	250,000
Contract liabilities	<u>2,008,158</u>
Total current liabilities	<u>6,669,003</u>
Long term debt, net of current portion	947,311
Subordinated debt, net of current portion	500,000
Senior subordinated debt, related party	5,224,474
Capital lease obligations, net of current portion	1,291,531
Paycheck Protection Program (PPP) Loan	865,477
Contingent consideration, net of current portion	<u>500,000</u>
	<u>9,328,793</u>
Commitments and contingencies	
Members' equity	<u>2,500,599</u>
	<u>\$ 18,498,395</u>

See notes to financial statements.

3

RRM-CLM SERVICES, LLC
STATEMENT OF OPERATIONS
YEAR ENDED DECEMBER 31, 2020

Revenues	\$ 12,459,021
Cost of revenues earned	<u>7,511,401</u>
Gross profit	4,947,620
Selling, general and administrative expenses	<u>5,760,568</u>
Loss from operations	<u>(812,948)</u>
Other income (expense):	
Interest expense	(120,953)
Interest income	<u>131</u>
	<u>(120,822)</u>
Net loss	<u>\$ (933,770)</u>

See notes to financial statements.

4



RRM-CLM SERVICES, LLC
STATEMENT OF MEMBERS' EQUITY
 YEAR ENDED DECEMBER 31, 2020

	Common stock, \$0.01 par value					Units		Dollars		Members' equity	Total
	Shares		Amount	Additional paid in capital	Retained earnings	Common	Preferred	Common	Preferred		
	Authorized	Issued and Outstanding									
Balance, December 31, 2019	100,000	20,000	\$ 200	\$ 539,259	\$ 908,043			\$ -	\$ -	\$ -	\$1,447,502
Net loss					(8,118)						(8,118)
Conversion to LLC	(100,000)	(20,000)	(200)	(539,259)	(899,925)	8,025,000	1,975,000	200	2,000,000	1,439,384	2,000,200
Net loss										(925,652)	(925,652)
Distributions										(13,333)	(13,333)
Balance, December 31, 2020	-	-	\$ -	\$ -	\$ -	8,025,000	1,975,000	\$ 200	\$2,000,000	\$ 500,399	\$2,500,599

See notes to financial statements.

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RRM-CLM SERVICES, LLC
STATEMENT OF CASH FLOWS
YEAR ENDED DECEMBER 31, 2020

Cash flows from operating activities:	
Net loss	\$ (933,770)
Adjustments to reconcile net loss to net cash used in operating activities:	
Depreciation and amortization	943,412
Amortization of goodwill	23,301
Changes in operating assets and liabilities:	
Accounts receivable	44,304
Other receivables	(48,765)
Advances to employees	(4,121)
Inventory	4,015
Prepaid expenses	(128,107)
Deposits	(20,622)
Accounts payable	(102,293)
Accrued expenses	(1,078,511)
Contract liabilities	698,066
Total adjustments	<u>330,679</u>
Net cash used in operating activities	<u>(603,091)</u>
Cash flows from investing activities:	
Purchases of property and equipment	(2,293,337)
Acquisition of CLM , net of cash acquired	<u>1,657,335</u>
Net cash used in investing activities	<u>(636,002)</u>
Cash flows from financing activities:	
Borrowings on long-term debt	1,188,270
Repayments on long-term debt	(371,463)
Borrowings on long-term debt, related party	5,500,000
Repayments on long-term debt, related party	(930,000)
Payment of debt discount and issuance costs	(275,526)
Repayments on capital lease obligations	(113,083)
Proceeds from Paycheck Protection Program (PPP) loan	865,477
Issuance of units	2,000,200
Distributions paid	<u>(13,333)</u>
Net cash provided by financing activities	<u>7,850,542</u>
Net increase in cash and cash equivalents	6,611,449
Cash and cash equivalents, beginning	<u>182,998</u>
Cash and cash equivalents, ending	<u>\$ 6,794,447</u>

See notes to financial statements.

RRM-CLM SERVICES, LLC

NOTES TO FINANCIAL STATEMENTS

YEAR ENDED DECEMBER 31, 2020

1. Description of business and summary of significant accounting policies:

Description of business:

RRM-CLM Services, LLC (the Company) was organized in October 2020 under the laws of the state of Delaware. As a limited liability company, the liability of the members is limited. Recreation Resource Management, Inc. (RRM), was an Arizona Corporation operating outdoor recreation facilities management and related hospitality services business throughout the United States. California Land Management Services Corporation (CLM) operated outdoor recreation facilities and provided related hospitality services primarily in the western United States. In 2020, RRM formed the Company to acquire CLM. The Company's viability is dependent upon the strength of the outdoor recreation facilities and hospitality industries and the Company's ability to collect on its contracts.

Estimates:

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America (GAAP) requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. On an ongoing basis, management evaluates its estimates, including those related to inputs used to recognize revenue at a point in time. Actual results could differ materially from such estimates and assumptions.

Revenue recognition:

The Company recognizes revenue at a point in time based on fixed rental, goods or service rates following the transfer of control to the customer. For rentals paid for in advance, the Company recognizes a contract liability until the transfer of control to the customer occurs. At that time, the liability is reversed and revenue is recognized.

Transaction price:

The transaction price is the amount of consideration the Company expects to be entitled to in exchange for transferring goods and services to the customer. When a contract has a single performance obligation, the entire transaction price is attributed to that performance obligation.

Performance obligations:

Contracts are considered to contain a single performance obligation if the promise to transfer individual goods or services is not separately identifiable from other promises in the contracts primarily because the Company provides a significant service of integrating a complex set of tasks and components into a single rental period. A series of services are a single performance obligation if the services are substantially the same and each distinct service in the series will be satisfied over time and the same method would be used to measure progress towards satisfaction.

The Company invoices its customers over time as the performance obligations are satisfied. Payment is typically due within 30 days of invoice.

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RRM-CLM SERVICES, LLC

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2020

1. Description of business and summary of significant accounting policies (continued):

Cash and cash equivalents:

The Company considers all highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents.

The Company places its cash and cash equivalents with various credit institutions. At times, such investments may be in excess of the FDIC insurance limit; however, management does not believe it is exposed to any significant credit risk on cash and cash equivalents.

Accounts receivable:

The Company records accounts receivable for its unconditional rights to consideration arising from performance under contracts with customers. The Company grants credit to its customers, generally without collateral or interest. The carrying value of such receivables, net of allowance for doubtful accounts, represents their estimated net realizable value. At January 1, 2020, the balance of accounts receivable was \$56,519.

Management considers all accounts over 30 days to be past due. At December 31, 2020, accounts receivable were considered fully collectible by management; therefore, no allowance for doubtful accounts has been provided. Doubtful accounts are periodically reviewed for collectibility and charged against operations when management determines that all collection efforts have been exhausted.

Inventory:

Merchandise inventory is stated at the lower of cost or net realizable value.

Property, equipment, depreciation and amortization:

Property and equipment are stated at cost. Depreciation and amortization are provided using the straight-line method over the estimated useful lives of the assets.

Equipment acquired under capital lease is stated at cost or the assets' net present value of future lease payments at the date of the lease. Amortization is provided using the straight-line method over the estimated useful lives of the assets, or lease term, and is included with depreciation expense.

Impairment of long-lived assets:

The Company reviews long-lived assets to be held and used for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. If the sum of the undiscounted expected cash flows over the remaining useful life of the long-lived assets is less than the carrying amount, the asset is considered impaired. Impairment losses would be measured as the amount by which the carrying amount exceeds the fair value of the asset. There was no impairment of long-lived assets recognized for 2020.

RRM-CLM SERVICES, LLC

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2020

1. Description of business and summary of significant accounting policies (continued):

Goodwill:

The Company has recorded goodwill representing the excess of the purchase price over the fair value of identifiable net assets acquired in its acquisitions. The Company follows FASB Accounting Standards Codification 810 (ASC 810), "Goodwill and Other Intangible Assets" and adopted the accounting alternative permitted for goodwill. Under the accounting alternative, goodwill is amortized over a ten-year period. ASC 810 requires that goodwill be tested annually to determine whether triggering events have occurred that suggest more than 50% likelihood their goodwill is impaired. No impairment has been recorded in the current year.

Contract liabilities:

Contract liabilities consist of advance payments. The Company classifies contract liabilities as current or noncurrent to the extent the revenue is expected to be recognized in excess of one year from the balance sheet date. At December 31, 2020 all contract liabilities are current.

Advertising:

The Company follows a policy of charging the costs of advertising to expense as incurred. Total advertising expense for 2020 was \$13,368.

Presentation of sales taxes:

The states, counties, and municipalities in which the Company operates impose sales tax on some of the Company's sales. The Company collects the sales tax from its customers and remits the entire amount to the appropriate taxing authority. The Company's accounting policy is to exclude the tax collected and remitted from revenues and cost of revenues.

Income taxes:

The Company elected under the Internal Revenue Code to be treated as a partnership. Under those provisions, the Company does not pay corporate income taxes on its taxable income. The members report their share of the Company's taxable income, whether or not distributed, and are entitled to deduct their share of net losses to the extent of their tax basis. Accordingly, no provision for income taxes is provided in the accompanying financial statements.

Subsequent events:

The Company's management has evaluated the events that have occurred subsequent to December 31, 2020 through November 17, 2021, the date that the financial statements were available to be issued. Management has no responsibility to update these financial statements for events and circumstances occurring after this date.

RRM-CLM SERVICES, LLC

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2020

2. Property and equipment:

Buildings, cabins and facilities	\$ 4,628,459
Buildings, cabins and facilities improvements	1,800,111
Equipment	2,591,091
Office equipment	118,744
Software	563,344
Tractors and trailers	859,412
Vehicles	<u>3,595,248</u>
	14,156,409
Less accumulated depreciation and amortization	<u>6,622,451</u>
	<u>\$ 7,533,958</u>

3. Goodwill:

	<u>Cost</u>	<u>Accumulated amortization</u>	<u>Net</u>
Goodwill	<u>\$ 2,796,117</u>	<u>\$ 23,301</u>	<u>\$ 2,772,816</u>

During 2020, amortization expense related to goodwill totaled \$23,301.

4. Long-term debt:

Notes payable, First Foundation Bank, payable in aggregate monthly installments of \$39,070 including interest ranging from 7.54% to 14.03%, maturing at various dates through June 2025, collateralized by equipment and buildings.	\$ 1,166,527
Note payable, John Deere, payable in monthly installments of \$460 through December 2023, collateralized by equipment.	16,386
Note payable, Chrysler Finance, payable in monthly installments of \$3,062 including interest at 10.33% through December 2023, collateralized by vehicles.	94,819
Note payable, Bryn Mawr Funding, payable in monthly installments of \$1,967 including interest at 9.75% through August 2022, collateralized by equipment.	34,990

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RRM-CLM SERVICES, LLC
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
YEAR ENDED DECEMBER 31, 2020

4. Long-term debt (continued):

Note payable, M2 Lease Funds L.L.C, payable in monthly installments of \$959 including interest at 7.10% through February 2025, collateralized by equipment.	\$ <u>40,198</u>
	1,352,920
Less current portion	<u>405,609</u>
	<u>\$ 947,311</u>

Future maturities of long-term debt are as follows:

Year ending <u>December 31,</u>	
2021	\$ 405,609
2022	272,811
2023	280,688
2024	260,009
2025	<u>133,803</u>
	<u>\$ 1,352,920</u>

5. Subordinated debt:

Subordinated note payable, CLM, payable in annual installments of \$250,000 plus interest at 5% through December 2023, uncollateralized.	\$ 750,000
Less current portion	<u>250,000</u>
	<u>\$ 500,000</u>

Future maturities of subordinated debt are as follows:

Year ending <u>December 31,</u>	
2021	\$ 250,000
2022	250,000
2023	<u>250,000</u>
	<u>\$ 750,000</u>

RRM-CLM SERVICES, LLC

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2020

6. Accrued expenses:

Accrued forest SUP fees	\$ 1,562,798
Accrued payroll and payroll taxes	45,776
Due to Mart	1,013,613
Other accrued expenses	<u>263,818</u>
	<u>\$ 2,886,005</u>

7. Senior subordinated debt, related party:

Note payable, The Central Valley Fund III, LP, payable in monthly interest installments with the principal balance to be paid in full by December 2025 or when an exit event occurs. Interest at 12%, maturing at either December 2025 or when an exit event occurs, collateralized by a stock pledge.

	\$ 5,500,000
Less debt discount and issuance costs	275,526
Less current portion	<u>-</u>
	<u>\$ 5,224,474</u>

The long-term debt with a related party requires the Company to be in compliance with certain financial and nonfinancial covenants. At December 31, 2020, the Company was out of compliance with a financial covenant, which was subsequently waived.

8. Capital lease obligations:

The Company leases vehicles under various capital lease agreements payable in various aggregate monthly installments through June 2025. The Company has recorded asset costs of \$2,732,384 and accumulated amortization of \$767,272 at December 31, 2020, related to these leases.

RRM-CLM SERVICES, LLC

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2020

8. Capital lease obligations (continued):

Year ending <u>December 31</u>	
2021	\$ 597,461
2022	595,779
2023	539,546
2024	221,896
2025	<u>22,354</u>
	1,977,036
Less amount representing interest	<u>173,135</u>
Net present value of minimum lease payments	1,803,901
Less current portion	<u>512,370</u>
	<u>\$ 1,291,531</u>

9. Paycheck Protection Program (PPP) loan:

The Company obtained a \$865,477 loan from Bank of America under the Paycheck Protection Program (PPP) in April 2020. Under the terms of the PPP, up to 100% of the loan (and related interest) may be forgiven if the proceeds are used for covered expenses and certain other requirements related to wage rates and maintenance of full-time equivalents are met. The Company applied for forgiveness with the lender in December 2020 and received forgiveness of \$872,400 from the Small Business Administration (SBA) in January 2021. The amount of loan forgiveness will be reported as a component of operating income in 2021.

The SBA may undertake a review of a loan of any size during the six-year period following forgiveness or repayment of the loan. The review may include the loan forgiveness application, eligibility for the program, as well as whether the Company received the proper loan amount. The timing and outcome of any SBA review is not known.

The Company received a second draw PPP loan in February 2021 in the amount of \$1,200,000 from Enterprise Bank and Trust. The promissory note provides for interest at 1% through February 2026, with payment of principal and interest to begin after an SBA forgiveness decision, if required. The conditions of use and forgiveness are consistent with the original PPP loan. The Company applied for forgiveness with the lender during 2021 and received forgiveness of \$1,200,000 from the Small Business Administration (SBA) in June 2021. The amount of loan forgiveness will be reported as a component of operating income in 2021.

RRM-CLM SERVICES, LLC

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2020

10. Members' equity

The Company is authorized to issue common and preferred units. As of December 31, 2020, the Company has 1,975,000 preferred units authorized, issued and outstanding and 8,025,000 common units authorized, issued and outstanding. The preferred units have a preferred return of 8%, payable quarterly in the form of distributions to the member and are redeemable in cash at any time after December 1, 2025 or upon a capital transaction or event of default, as defined in the LLC agreement (agreement). A put option in the agreement allows the preferred member to require the Company to repurchase all outstanding units in cash at any time on or after December 1, 2025 at a defined price. Common unit holders will be granted the option to purchase preferred units upon the occurrence of certain triggering events, as defined in the agreement.

11. Commitments:

The Company leases office space under operating lease agreements expiring at various dates through April 2026. Total rent expense paid under these agreements was \$14,445 for 2020.

Future minimum lease payments under these lease agreements are as follows:

Year ending <u>December 31,</u>	
2021	\$ 34,424
2022	52,893
2023	37,356
2024	36,530
2025	37,177
Thereafter	<u>12,572</u>
	<u>\$ 210,952</u>

12. Statement of cash flows:

Supplemental disclosure of cash flow information:

Cash paid for interest during 2020 was \$120,953.

Noncash investing and financing information:

During 2020, the Company acquired vehicles through capital lease obligations for \$448,440.

RRM-CLM SERVICES, LLC

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2020

13. Contingencies:

Federal contracts:

The Company has contracts with the United States Forest Service (USFS) for land use permits that grant the Company access to conduct operations at campgrounds located on federal property. The Company is required to pay annual land use fees to the USFS based on terms of each contract. A significant reduction in the number of contracts, if it were to occur, would have a material effect on the revenue and operating activities of the Company. These government contracts may be subject to audits by the USFS or other federal agencies authorized to review the USFS activities. Assessments from such audits, if any, are recorded when the amounts of such assessments are reasonably determinable.

Legal proceedings:

From time to time, the Company may be party to certain pending or threatened lawsuits arising out of or incident to the ordinary course of business for which it carries general liability and other insurance coverages. In the opinion of management and based upon consultation with legal counsel, resolution of any pending or threatened lawsuits will not have a material adverse effect on the Company's financial statements.

14. Acquisition:

On December 1, 2020, the Company acquired certain assets and assumed certain liabilities of CLM in an asset acquisition. The acquisition was intended to support the Company's strategic growth plan. The aggregate purchase price paid consisted of cash in the amount of \$5,750,000, a note payable to the sellers for \$750,000 and amounts due to the sellers related to their tax liability from CLM's flow through income of \$1,013,613. Contingent consideration in the amount of \$750,000 was payable as of the date of acquisition over the next three years if the Company was successful in obtaining a permit at Lake Tahoe. As of the date of the auditors' report, the permit has been obtained. As a result, the Company is obligated to pay \$250,000 each year for the next three years to the sellers. Costs related to the acquisition have been expensed as incurred and totaled \$421,231, and are included in selling, general and administrative expenses in the accompanying statement of operations. The Company allocated the purchase price to the tangible and intangible assets acquired and the liabilities assumed based on their fair values. The excess of the purchase price over those fair values that did not qualify for separate recognition for the Company was recognized as goodwill and consists largely of the existence of expected synergies from combining operations. The goodwill is deductible for tax purposes.

RRM-CLM SERVICES, LLC

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEAR ENDED DECEMBER 31, 2020

14. Acquisition (continued):

The following table summarizes the estimated fair values of the assets acquired and liabilities assumed at the date of the acquisition:

Cash and cash equivalents	\$ 7,408,922
Accounts receivable	119,127
Inventory	265,484
Prepaid expenses	474,163
Property and equipment	1,540,000
Goodwill	2,796,117
Deposits	<u>40,650</u>
Total assets acquired	<u>12,644,463</u>
Accounts payable	402,690
Accrued expenses	2,186,598
Customer deposits	631,568
Capital lease obligation	<u>1,159,994</u>
Total liabilities assumed	<u>4,380,850</u>
Net assets acquired	<u>\$ 8,263,613</u>

15. Pending pronouncement:

In February 2016, the FASB issued ASU 2016-02 "Leases." ASU 2016-02 requires a lessee to recognize in the statement of financial position a liability to make lease payments and a right-of-use asset representing its right to use the underlying asset for the lease term, along with additional qualitative and quantitative disclosures. ASU 2016-02 is effective for reporting periods beginning after December 15, 2021, with early adoption permitted. Management is currently evaluating the effect that this standard will have on the financial statements.

RRM-CLM SERVICES, LLC DBA VISTA RECREATION

YEARS ENDED DECEMBER 31, 2021 AND 2020

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RRM-CLM SERVICES, LLC DBA VISTA RECREATION
YEARS ENDED DECEMBER 31, 2021 AND 2020



Independent Auditors' Report

Management and Board of Directors
RRM-CLM Services, LLC DBA Vista Recreation
Phoenix, Arizona

Opinion

We have audited the accompanying financial statements of RRM-CLM Services, LLC DBA Vista Recreation, which comprise the balance sheets as of December 31, 2021 and 2020, and the related statements of operations, members' equity, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of RRM-CLM Services, LLC DBA Vista Recreation as of December 31, 2021 and 2020, and the results of its operations and its cash flows for the years then ended, in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of RRM-CLM Services, LLC DBA Vista Recreation and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about RRM-CLM Services, LLC DBA Vista Recreation's ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

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Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with generally accepted auditing standards will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of RRM-CLM Services, LLC DBA Vista Recreation's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about RRM-CLM Services, LLC DBA Vista Recreation's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Becki Fleischman PLLC

Phoenix, Arizona
November 3, 2022

RRM-CLM SERVICES, LLC DBA VISTA RECREATION

BALANCE SHEETS

DECEMBER 31, 2021 AND 2020

ASSETS

	<u>2021</u>	<u>2020</u>
Current assets:		
Cash and cash equivalents	\$ 5,929,241	\$ 6,794,447
Accounts receivable	1,361,015	131,342
Other receivables	371,442	48,765
Inventory	677,632	322,685
Prepaid expenses	<u>3,127,709</u>	<u>761,075</u>
Total current assets	11,467,039	8,058,314
Property and equipment, net	13,622,218	7,533,958
Goodwill, net	30,072,555	2,772,816
Deposits	145,463	133,307
Liquor licenses	<u>102,500</u>	<u>-</u>
	<u>\$ 55,409,775</u>	<u>\$ 18,498,395</u>

LIABILITIES AND MEMBERS' EQUITY

Current liabilities:		
Current portion of long term debt	\$ 272,811	\$ 405,609
Current portion of subordinated debt	22,250,000	250,000
Current portion of capital lease obligations	626,938	512,370
Current portion of contingent consideration	450,000	250,000
Accounts payable	1,052,964	356,861
Accrued expenses	2,770,198	2,886,005
Contract liabilities	<u>6,605,594</u>	<u>2,008,158</u>
Total current liabilities	34,028,505	6,669,003
Long term debt, net of current portion	679,591	947,311
Subordinated debt, net of current portion	3,250,000	500,000
Senior subordinated debt, related party	10,167,260	5,224,474
Capital lease obligations, net of current portion	1,033,494	1,291,531
Paycheck Protection Program (PPP) Loan	-	865,477
Contingent consideration, net of current portion	<u>250,000</u>	<u>500,000</u>
	<u>15,380,345</u>	<u>9,328,793</u>
Commitments and contingencies		
Members' equity	<u>6,000,925</u>	<u>2,500,599</u>
	<u>\$ 55,409,775</u>	<u>\$ 18,498,395</u>

See notes to financial statements.

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RRM-CLM SERVICES, LLC DBA VISTA RECREATION

STATEMENTS OF OPERATIONS

YEARS ENDED DECEMBER 31, 2021 AND 2020

	<u>2021</u>	<u>2020</u>
Revenues	\$ 36,109,373	\$ 12,459,021
Cost of revenues earned	<u>9,359,956</u>	<u>3,800,242</u>
Gross profit	26,749,417	8,658,779
Selling, general and administrative expenses	25,268,649	9,471,727
Paycheck Protection Program (PPP) loan forgiveness	2,065,477	-
Gain on disposal of assets	<u>1,653</u>	<u>-</u>
Income (loss) from operations	<u>3,547,898</u>	<u>(812,948)</u>
Other income (expense):		
Interest expense	(888,450)	(120,953)
Interest income	<u>878</u>	<u>131</u>
	<u>(887,572)</u>	<u>(120,822)</u>
Net income (loss)	<u>\$ 2,660,326</u>	<u>\$ (933,770)</u>

See notes to financial statements.

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RRM-CLM SERVICES, LLC DBA VISTA RECREATION

STATEMENTS OF MEMBERS' EQUITY

YEARS ENDED DECEMBER 31, 2021 AND 2020

	Common stock, \$0.01 par value			Additional paid in capital	Retained earnings	Units		Dollars		Members' equity	Total
	Authorized	Issued and Outstanding	Amount			Common	Preferred	Common	Preferred		
Balance, December 31, 2019	100,000	20,000	\$ 200	\$ 539,259	\$ 908,043	-	-	\$ -	\$ -	\$ -	\$1,447,502
Net loss	-	-	-	-	(8,118)	-	-	-	-	-	(8,118)
Conversion to LLC	(100,000)	(20,000)	(200)	(539,259)	(899,925)	8,025,000	1,975,000	200	2,000,000	1,439,384	2,000,200
Net loss	-	-	-	-	-	-	-	-	-	(925,652)	(925,652)
Distributions	-	-	-	-	-	-	-	-	-	(13,333)	(13,333)
Balance, December 31, 2020	-	-	-	-	-	8,025,000	1,975,000	200	2,000,000	500,399	2,500,599
Issuance of units	-	-	-	-	-	-	664,452	-	1,000,000	-	1,000,000
Net Income	-	-	-	-	-	-	-	-	-	2,660,326	2,660,326
Distributions	-	-	-	-	-	-	-	-	-	(160,000)	(160,000)
Balance, December 31, 2021	-	-	\$ -	\$ -	\$ -	8,025,000	2,639,452	\$ 200	\$3,000,000	\$3,000,725	\$6,000,925

See notes to financial statements.

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RRM-CLM SERVICES, LLC DBA VISTA RECREATION

STATEMENTS OF CASH FLOWS

YEARS ENDED DECEMBER 31, 2021 AND 2020

	<u>2021</u>	<u>2020</u>
Cash flows from operating activities:		
Net income (loss)	\$ 2,660,326	\$ (933,770)
Adjustments to reconcile net income (loss) to net cash provided by (used in) operating activities:		
Depreciation and amortization	1,573,716	943,412
Amortization of debt discount and issuance costs	42,786	-
Forgiveness of Paycheck Protection Program (PPP) loan	(2,065,477)	-
Gain on disposal of fixed assets	1,653	-
Amortization of goodwill	283,072	23,301
Changes in operating assets and liabilities:		
Accounts receivable	(329,207)	44,304
Other receivables	(322,677)	(48,765)
Inventory	(727)	4,015
Prepaid expenses	(163,335)	(128,107)
Deposits	12,399	(24,743)
Accounts payable	197,902	(102,293)
Accrued expenses	(2,595,942)	(1,078,511)
Contract liabilities	<u>1,391,176</u>	<u>698,066</u>
Total adjustments	<u>(1,974,661)</u>	<u>330,679</u>
Net cash provided by (used in) operating activities	<u>685,665</u>	<u>(603,091)</u>
Cash flows from investing activities:		
Purchases of property and equipment	(2,275,483)	(2,293,337)
Acquisitions of Basecamp and Pro-Sport, net of cash acquired	(4,763,922)	1,657,335
Change in goodwill from CLM acquisition	(34,606)	-
Proceeds on disposals of fixed assets	<u>28,600</u>	<u>-</u>
Net cash used in investing activities	<u>\$ (7,045,411)</u>	<u>\$ (636,002)</u>

See notes to financial statements.

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RRM-CLM SERVICES, LLC DBA VISTA RECREATION

STATEMENTS OF CASH FLOWS (CONTINUED)

YEARS ENDED DECEMBER 31, 2021 AND 2020

	<u>2021</u>	<u>2020</u>
Cash flows from financing activities:		
Borrowings on long-term debt	\$ -	\$ 1,188,270
Repayments on long-term debt	(400,518)	(371,463)
Borrowings on long-term debt, related party	5,000,000	5,500,000
Repayments on long-term debt, related party	-	(930,000)
Payment of debt discount and issuance costs	(100,000)	(275,526)
Repayments on capital lease obligations	(544,942)	(113,083)
Repayments on subordinated debt	(250,000)	-
Payments on contingent consideration	(250,000)	-
Proceeds from Paycheck Protection Program (PPP) loan	1,200,000	865,477
Issuance of units	1,000,000	2,000,200
Distributions paid	<u>(160,000)</u>	<u>(13,333)</u>
Net cash provided by financing activities	<u>5,494,540</u>	<u>7,850,542</u>
Net Increase (decrease) in cash and cash equivalents	(865,206)	6,611,449
Cash and cash equivalents, beginning	<u>6,794,447</u>	<u>182,998</u>
Cash and cash equivalents, ending	<u>\$ 5,929,241</u>	<u>\$ 6,794,447</u>

See notes to financial statements.

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RRM-CLM SERVICES, LLC DBA VISTA RECREATION

NOTES TO FINANCIAL STATEMENTS

YEARS ENDED DECEMBER 31, 2021 AND 2020

1. **Description of business and summary of significant accounting policies:**

Description of business:

RRM-CLM Services, LLC DBA Vista Recreation (the Company) was organized in October 2020 under the laws of the state of Delaware. As a limited liability company, the liability of the members is limited. Recreation Resource Management, Inc. (RRM), was an Arizona Corporation operating outdoor recreation facilities management and related hospitality services business throughout the United States. California Land Management Services Corporation (CLM) operated outdoor recreation facilities and provided related hospitality services primarily in the western United States. In 2020, RRM formed the Company to acquire CLM.

In 2021, the Company acquired Urban Park Concessionaires, dba Basecamp Hospitality, California Guest Services, Inc., and Quagga Inspection Services, LLC, collectively known as "Basecamp". Basecamp operates marina and resort services in California, Arizona, Wyoming, and Utah. The Company also acquired Pro-Sport Inc. (Pro-Sport). Pro-Sport operates, manages, and maintains a campground and related hospitality service business in the White Mountain National Forest of New Hampshire.

The Company's viability is dependent upon the strength of the outdoor recreation facilities and hospitality industries and the Company's ability to collect on its contracts.

Estimates:

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America (GAAP) requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ materially from such estimates and assumptions.

Revenue recognition:

The Company recognizes revenue at a point in time based on fixed rental, goods or service rates following the transfer of control to the customer. For rentals paid for in advance, the Company recognizes a contract liability until the transfer of control to the customer occurs. At that time, the liability is reversed and revenue is recognized.

Transaction price:

The transaction price is the amount of consideration the Company expects to be entitled to in exchange for transferring goods and services to the customer. When a contract has a single performance obligation, the entire transaction price is attributed to that performance obligation.

RRM-CLM SERVICES, LLC DBA VISTA RECREATION

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2021 AND 2020

1. Description of business and summary of significant accounting policies (continued):

Revenue recognition (continued):

Performance obligations:

Contracts are considered to contain a single performance obligation if the promise to transfer individual goods or services is not separately identifiable from other promises in the contracts primarily because the Company provides a significant service of integrating a complex set of tasks and components into a single rental period.

The Company invoices its customers over time as the performance obligations are satisfied. Payment is typically due within 30 days of invoice.

Cash and cash equivalents:

The Company considers all highly liquid debt instruments purchased with a maturity of three months or less to be cash equivalents.

The Company places its cash and cash equivalents with various credit institutions. At times, such investments may be in excess of the FDIC insurance limit; however, management does not believe it is exposed to any significant credit risk on cash and cash equivalents.

Accounts receivable:

The Company records accounts receivable for its unconditional rights to consideration arising from performance under contracts with customers. The Company grants credit to its customers, generally without collateral or interest. The carrying value of such receivables, net of allowance for doubtful accounts, represents their estimated net realizable value. At January 1, 2020, the balance of accounts receivable was \$56,519.

Management considers all accounts over 30 days to be past due. At December 31, 2021 and 2020, accounts receivable were considered fully collectible by management; therefore, no allowance for doubtful accounts has been provided. Doubtful accounts are periodically reviewed for collectibility and charged against operations when management determines that all collection efforts have been exhausted.

Inventory:

Merchandise inventory is stated at the lower of cost or net realizable value.

Property, equipment, depreciation, and amortization:

Property and equipment are stated at cost. Depreciation and amortization are provided using the straight-line method over the estimated useful lives of the assets.

Equipment acquired under capital lease is stated at cost or the assets' net present value of future lease payments at the date of the lease. Amortization is provided using the straight-line method over the estimated useful lives of the assets, or lease term, and is included with depreciation expense.

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RRM-CLM SERVICES, LLC DBA VISTA RECREATION

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2021 AND 2020

1. Description of business and summary of significant accounting policies (continued):

Liquor licenses:

Transferable liquor licenses have indefinite lives, and therefore, are not subject to amortization.

Impairment of long-lived assets:

The Company reviews long-lived assets to be held and used for impairment whenever events or changes in circumstances indicate that the carrying amount of the assets may not be recoverable. If the sum of the undiscounted expected cash flows over the remaining useful life of the long-lived assets is less than the carrying amount, the asset is considered impaired. Impairment losses would be measured as the amount by which the carrying amount exceeds the fair value of the asset. There was no impairment of long-lived assets recognized for 2021 and 2020.

Goodwill:

The Company has recorded goodwill representing the excess of the purchase price over the fair value of identifiable net assets acquired in its acquisitions. The Company follows FASB Accounting Standards Codification 810 (ASC 810), "Goodwill and Other Intangible Assets" and adopted the accounting alternative permitted for goodwill. Under the accounting alternative, goodwill is amortized over a ten-year period. ASC 810 requires that goodwill be tested annually to determine whether triggering events have occurred that suggest more than 50% likelihood their goodwill is impaired. No impairment has been recorded in the current year.

Debt discount and issuance costs:

Debt discount and issuance costs are presented in the balance sheet as a direct reduction from the carrying amount of the related debt. The Company amortizes debt discount and issuance costs to interest expense over the life of the related note using the effective interest method. During the years ended December 31, 2021 and 2020, the Company recorded debt discount and issuance costs totaling \$100,000 and \$275,526.

Contract liabilities:

Contract liabilities consist of advance payments. The Company classifies contract liabilities as current or noncurrent to the extent the revenue is expected to be recognized in excess of one year from the balance sheet date. At December 31, 2021 all contract liabilities are current.

Advertising:

The Company follows a policy of charging the costs of advertising to expense as incurred. Total advertising expense for 2021 and 2020 was \$15,155 and \$13,368.

RRM-CLM SERVICES, LLC DBA VISTA RECREATION

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2021 AND 2020

1. Description of business and summary of significant accounting policies (continued):

Income taxes:

The Company elected under the Internal Revenue Code to be treated as a partnership. Under those provisions, the Company does not pay corporate income taxes on its taxable income. The members report their share of the Company's taxable income, whether or not distributed, and are entitled to deduct their share of net losses to the extent of their tax basis. Accordingly, no provision for income taxes is provided in the accompanying financial statements.

Subsequent events:

The Company's management has evaluated the events that have occurred subsequent to December 31, 2021 through November 3, 2022, the date that the financial statements were available to be issued. Management has no responsibility to update these financial statements for events and circumstances occurring after this date.

2. Property and equipment:

	<u>2021</u>	<u>2020</u>
Buildings, cabins and facilities	\$ 5,318,408	\$ 4,628,459
Buildings, cabins and facilities improvements	3,344,064	1,800,111
Construction in progress	1,264,973	-
Golf carts	820,696	756,150
Large equipment	3,207,043	895,069
Marine equipment	1,019,943	939,872
Office equipment	246,749	118,744
Software	581,764	563,344
Tractors and trailers	907,017	859,412
Vehicles	<u>4,954,399</u>	<u>3,595,248</u>
	21,665,056	14,156,409
Less accumulated depreciation and amortization	<u>8,042,838</u>	<u>6,622,451</u>
	<u>\$ 13,622,218</u>	<u>\$ 7,533,958</u>

RRM-CLM SERVICES, LLC DBA VISTA RECREATION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
YEARS ENDED DECEMBER 31, 2021 AND 2020

3. Goodwill:

	2021		
	Cost	Accumulated amortization	Net
Goodwill	<u>\$ 30,378,928</u>	<u>\$ 306,373</u>	<u>\$ 30,072,555</u>
	2020		
	Cost	Accumulated amortization	Net
Goodwill	<u>\$ 2,796,117</u>	<u>\$ 23,301</u>	<u>\$ 2,772,816</u>

During 2021 and 2020, amortization expense related to goodwill totaled \$283,072 and \$23,301.

4. Long-term debt:

	2021	2020
Notes payable, First Foundation Bank, payable in aggregate monthly installments of \$35,621 including interest ranging from 7.54% to 14.03%, maturing at various dates through June 2025, collateralized by equipment and buildings.	\$ 829,224	\$ 1,166,527
Note payable, John Deere, payable in monthly installments of \$460 through December 2023, collateralized by equipment.	10,861	16,386
Note payable, Chrysler Finance, payable in monthly installments of \$3,062 including interest at 10.33% through December 2023, collateralized by vehicles.	66,515	94,819
Note payable, Bryn Mawr Funding, payable in monthly installments of \$1,967 including interest at 9.75% through August 2022, collateralized by equipment.	13,989	34,990

RRM-CLM SERVICES, LLC DBA VISTA RECREATION

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2021 AND 2020

4. Long-term debt (continued):

Note payable, M2 Lease Funds LLC, payable in monthly installments of \$959 including interest at 7.10% through February 2025, collateralized by equipment.

	<u>31,813</u>	<u>40,198</u>
	952,402	1,352,920
Less current portion	<u>272,811</u>	<u>405,609</u>
	<u>\$ 679,591</u>	<u>\$ 947,311</u>

Future maturities of long-term debt are as follows:

Year ending <u>December 31,</u>	
2022	\$ 272,811
2023	280,689
2024	260,009
2025	<u>138,893</u>
	<u>\$ 952,402</u>

5. Subordinated debt:

	<u>2021</u>	<u>2020</u>
Subordinated note payable, CLM, payable in annual installments of \$250,000 plus interest at 5% through December 2023, uncollateralized.	\$ 500,000	\$ 750,000
Subordinated note payable, Urban Park Concessionaires, accrues interest at 8.5%, matures December 31, 2022, uncollateralized.	22,000,000	-
Subordinated note payable, Urban Park Concessionaires, accrues interest at 8.5%, \$1,000,000 principal payment due December 31, 2023, balance of principal and accrued interest due December 31, 2024, uncollateralized.	<u>3,000,000</u>	<u>-</u>
	25,500,000	750,000
Less current portion	<u>22,250,000</u>	<u>250,000</u>
	<u>\$ 3,250,000</u>	<u>\$ 500,000</u>

RRM-CLM SERVICES, LLC DBA VISTA RECREATION
NOTES TO FINANCIAL STATEMENTS (CONTINUED)
YEARS ENDED DECEMBER 31, 2021 AND 2020

5. Subordinated debt (continued):

Future maturities of subordinated debt are as follows:

Year ending <u>December 31,</u>	
2022	\$ 22,250,000
2023	1,250,000
2024	<u>2,000,000</u>
	<u>\$ 25,500,000</u>

6. Capital lease obligations:

The Company leases vehicles under various capital lease agreements payable in various aggregate monthly installments through September 2026. The Company has recorded asset costs of \$3,066,683 and \$2,732,384 and accumulated amortization of \$1,267,865 and \$767,272 at December 31, 2021 and 2020, related to these leases.

Year ending <u>December 31,</u>	
2022	\$ 697,985
2023	618,900
2024	298,380
2025	127,510
2026	<u>39,207</u>
	1,781,982
Less amount representing interest	<u>121,550</u>
Net present value of minimum lease payments	1,660,432
Less current portion	<u>626,938</u>
	<u>\$ 1,033,494</u>

RRM-CLM SERVICES, LLC DBA VISTA RECREATION

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2021 AND 2020

7. Accrued expenses:

	<u>2021</u>	<u>2020</u>
Accrued forest SUP fees	\$ 1,095,092	\$ 1,562,798
Accrued payroll and payroll taxes	537,682	45,776
Accrued vacation	267,049	-
Due to Mart	-	1,013,613
Other accrued expenses	<u>870,375</u>	<u>263,818</u>
	<u>\$ 2,770,198</u>	<u>\$ 2,886,005</u>

8. Senior subordinated debt, related party:

	<u>2021</u>	<u>2020</u>
Notes payable, The Central Valley Fund III, LP, payable in monthly interest only installments with the principal balance to be paid in full by December 2025 or when an exit event occurs, interest at 12%, collateralized by a stock pledge.	\$ 10,500,000	\$ 5,500,000
Less debt discount and issuance costs	332,740	275,526
Less current portion	-	-
	<u>\$ 10,167,260</u>	<u>\$ 5,224,474</u>

The long-term debt with a related party requires the Company to be in compliance with certain financial and nonfinancial covenants. At December 31, 2021, the Company was out of compliance with a financial covenant, which was subsequently waived.

9. Paycheck Protection Program (PPP) loan:

The Company obtained a \$865,477 loan from Bank of America under the Paycheck Protection Program (PPP) in April 2020. The Company obtained a second PPP loan in the amount of \$1,200,000 from Enterprise Bank and Trust in February 2021. Both promissory notes provide for monthly installments including interest at 1%, however the PPP Flexibility Act of 2020 delayed repayment of principal and interest until the date that the forgiveness amount is remitted to the lender by the Small Business Administration (SBA). Under the terms of the PPP, up to 100% of the loan (and related interest) may be forgiven if the proceeds are used for covered expenses and certain other requirements are met related to wage tests and maintenance of full-time equivalents. The Company received forgiveness on both PPP loans in 2021. The amount of forgiveness is presented as a component of operating income on the statement of operations.

RRM-CLM SERVICES, LLC DBA VISTA RECREATION

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2021 AND 2020

9. Paycheck Protection Program (PPP) loan (continued):

The SBA may undertake a review of a loan of any size during the six-year period following forgiveness or repayment of the loan. The review may include the loan forgiveness application, eligibility for the program, as well as whether the Company received the proper loan amount. The timing and outcome of any SBA review is not known.

10. Members' equity

The Company is authorized to issue common and preferred units. As of December 31, 2021 and 2020, the Company has 2,639,452 and 1,975,000 preferred units authorized, issued and outstanding and 8,025,000 common units authorized, issued and outstanding. The preferred units have a preferred return of 8%, payable quarterly in the form of distributions to the member and are redeemable in cash at any time after December 1, 2025 or upon a capital transaction or event of default, as defined in the LLC agreement (agreement). A put option in the agreement allows the preferred member to require the Company to repurchase all outstanding units in cash at any time on or after December 1, 2025 at a defined price. Common unit holders will be granted the option to purchase preferred units upon the occurrence of certain triggering events, as defined in the agreement.

11. Commitments:

The Company leases office space under operating lease agreements expiring at various dates through December 2026. Total rent expense paid under these agreements was \$506,849 and \$14,445 for 2021 and 2020.

Future minimum lease payments under these lease agreements are as follows:

Year ending <u>December 31,</u>	
2022	\$ 98,493
2023	84,756
2024	85,730
2025	88,177
2026	<u>65,372</u>
	<u>\$ 422,528</u>

RRM-CLM SERVICES, LLC DBA VISTA RECREATION

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2021 AND 2020

12. Statement of cash flows:

Supplemental disclosure of cash flow information:

Cash paid for interest during 2021 and 2020 was \$888,450 and \$120,953.

Noncash investing and financing information:

During 2021 and 2020, the Company acquired vehicles through capital lease obligations for \$401,473 and \$448,440.

13. Contingencies:

Federal contracts:

The Company has contracts with the United States Forest Service (USFS) for land use permits that grant the Company access to conduct operations at campgrounds located on federal property. The Company is required to pay annual land use fees to the USFS based on terms of each contract. A significant reduction in the number of contracts, if it were to occur, would have a material effect on the revenue and operating activities of the Company. These government contracts may be subject to audits by the USFS or other federal agencies authorized to review the USFS activities. Assessments from such audits, if any, are recorded when the amounts of such assessments are reasonably determinable.

Legal proceedings:

From time to time, the Company may be party to certain pending or threatened lawsuits arising out of or incident to the ordinary course of business for which it carries general liability and other insurance coverages. In the opinion of management and based upon consultation with legal counsel, resolution of any pending or threatened lawsuits will not have a material adverse effect on the Company's financial statements.

RRM-CLM SERVICES, LLC DBA VISTA RECREATION

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2021 AND 2020

14. Acquisitions:

On December 31, 2021, the Company acquired certain assets and assumed certain liabilities of Basecamp in an asset acquisition. The acquisition was intended to support the Company's strategic growth plan. The aggregate purchase price paid was \$31,000,000, consisting of cash at closing in the amount of \$5,800,000, amounts due to the sellers' representatives of \$200,000 and a note payable to the sellers for \$3,000,000. Contingent consideration in the form of a note for \$22,000,000 to the sellers is payable to the extent that the Company is successful in transferring the USFS contracts held by Sellers to the Company by December 31, 2022. As of November 3, 2022, six of the contracts have transferred and management estimates that two of the contracts will transfer by December 31, 2022, with the final contract transferring subsequent to December 31, 2022. However, management does not believe this will have a material effect on the purchase accounting. The Company allocated the purchase price to the tangible and intangible assets acquired and the liabilities assumed based on their fair values. The excess of the purchase price over those fair values that did not qualify for separate recognition for the Company was recognized as goodwill and consists largely of the existence of expected synergies from combining operations. The goodwill is deductible for tax purposes.

The following table summarizes the estimated fair values of the assets acquired and liabilities assumed at the date of the acquisition:

Cash and cash equivalents	\$ 2,486,078
Accounts receivable	900,466
Inventory	354,220
Prepaid expenses	2,203,299
Property and equipment	4,474,015
Goodwill	26,639,463
Deposits	24,555
Liquor licenses	<u>102,500</u>
Total assets acquired	<u>37,184,596</u>
Accounts payable	498,201
Accrued expenses	2,480,135
Customer liabilities	<u>3,206,260</u>
Total liabilities assumed	<u>6,184,596</u>
Net assets acquired	<u>\$ 31,000,000</u>

RRM-CLM SERVICES, LLC DBA VISTA RECREATION

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2021 AND 2020

14. Acquisitions (continued):

On December 31, 2021, the Company acquired certain assets and assumed certain liabilities of Pro-Sport Inc. (Pro-Sport or Seller) in an asset acquisition. The acquisition was intended to support the Company's strategic growth plan. The aggregate purchase price paid was \$1,450,000, with \$1,250,000 payable at close and indemnification holdbacks in the amount of \$200,000 that will be settled within twelve months of close and have been recorded as a contingent liability at the date of acquisition. Subsequent to year end, \$100,000 of this has holdback has been paid. The Company allocated the purchase price to the tangible and intangible assets acquired and the liabilities assumed based on their fair values. The excess of the purchase price over those fair values that did not qualify for separate recognition for the Company was recognized as goodwill and consists largely of the existence of expected synergies from combining operations. The goodwill is deductible for tax purposes.

The following table summarizes the estimated fair values of the assets acquired and liabilities assumed at the date of the acquisition:

Property and equipment	\$ 541,258
Goodwill	<u>908,742</u>
Total assets acquired	<u>1,450,000</u>
Total liabilities assumed	<u>-</u>
Net assets acquired	<u>\$ 1,450,000</u>

Costs related to the Basecamp and Pro-Sport acquisitions have been expensed as incurred and totaled \$251,377, and are included in selling, general and administrative expenses in the accompanying statement of operations.

RRM-CLM SERVICES, LLC DBA VISTA RECREATION

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2021 AND 2020

14. Acquisitions (continued):

On December 1, 2020, the Company acquired certain assets and assumed certain liabilities of CLM in an asset acquisition. The acquisition was intended to support the Company's strategic growth plan. The aggregate purchase price paid consisted of cash in the amount of \$5,750,000, a note payable to the sellers for \$750,000 and amounts due to the sellers related to their tax liability from CLM's flow through income of \$1,013,613. Contingent consideration in the amount of \$750,000 was payable as of the date of acquisition over the next three years if the Company was successful in obtaining a permit at Lake Tahoe. As of the date of the auditors' report, the permit has been obtained. As a result, the Company is obligated to pay \$250,000 each year for the next three years to the sellers. Costs related to the acquisition have been expensed as incurred and totaled \$421,231, and are included in selling, general and administrative expenses in the accompanying statement of operations. The Company allocated the purchase price to the tangible and intangible assets acquired and the liabilities assumed based on their fair values. The excess of the purchase price over those fair values that did not qualify for separate recognition for the Company was recognized as goodwill and consists largely of the existence of expected synergies from combining operations. The goodwill is deductible for tax purposes.

The following table summarizes the estimated fair values of the assets acquired and liabilities assumed at the date of the acquisition:

Cash and cash equivalents	\$ 7,408,922
Accounts receivable	119,127
Inventory	265,484
Prepaid expenses	474,163
Property and equipment	1,540,000
Goodwill	2,796,117
Deposits	<u>40,650</u>
Total assets acquired	<u>12,644,463</u>
Accounts payable	402,690
Accrued expenses	2,186,598
Customer deposits	631,568
Capital lease obligation	<u>1,159,994</u>
Total liabilities assumed	<u>4,380,850</u>
Net assets acquired	<u>\$ 8,263,613</u>

RRM-CLM SERVICES, LLC DBA VISTA RECREATION

NOTES TO FINANCIAL STATEMENTS (CONTINUED)

YEARS ENDED DECEMBER 31, 2021 AND 2020

15. Reclassifications:

The 2020 financial statements have been reclassified in order to conform to the 2021 financial statement presentation. The reclassifications had no effect on total members' equity or on net income for the year then ended.

16. Pending pronouncement:

In February 2016, the FASB issued ASU 2016-02 "Leases." ASU 2016-02 requires a lessee to recognize in the statement of financial position a liability to make lease payments and a right-of-use asset representing its right to use the underlying asset for the lease term, along with additional qualitative and quantitative disclosures. ASU 2016-02 is effective for reporting periods beginning after December 15, 2021, with early adoption permitted. Management is currently evaluating the effect that this standard will have on the financial statements.

17. Subsequent events:

Subsequent to year-end, the Company entered into a \$21,000,000 loan agreement with Enterprise Bank, consisting of a term loan, a revolving loan, and a delayed draw loan. These loans mature between August 2025 and August 2027. The Company intends to use these funds for payment on the subordinated note payable with Urban Park Concessionaires mentioned in Note 5.

4.B. Tax Returns 2018-2021

Our tax returns run to hundreds of pages. Included below are the first summary pages of each return since with all state forms the returns can run to over 1000 pages each. If need be, we can provide copies of the entire return on request. Taxes for 2020 are complicated as explained above, and three returns were filed to cover the entire year through multiple company form transitions.

Form 1120S		U.S. Income Tax Return for an S Corporation		OMB No. 1545-0073	
Department of the Treasury Internal Revenue Service		Do not file this form unless the corporation has filed or is attaching Form 2553 to elect to be an S corporation. Go to irs.gov/Form1120S for instructions and the latest information.		2018	
For calendar year 2018 or tax year beginning on 01/15/18 and ending on 01/15/19					
A	Employer identification number	Name Recreation Resource Management, Inc		D Employer identification number ***-***4138	
B	Business activity code 713900	TYPE OR	Number, street, and room or suite no. if a P.O. box, see instructions 11811 N. Tatum Blvd #4095	E	Date incorporated 01/15/2003
C	Check if Sch. M-1 attached <input type="checkbox"/>	PRINT	City or town, state or province, country, and ZIP or foreign postal code Phoenix AZ 85028	F	Total assets (see instructions) \$ 2,732,423
G Is the corporation electing to be an S corporation beginning with this tax year? Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> If "Yes," attach Form 2553 if not already filed					
H Check if: (1) <input type="checkbox"/> Final return (2) <input type="checkbox"/> Name change (3) <input type="checkbox"/> Address change (4) <input type="checkbox"/> Amended return (5) <input type="checkbox"/> Selection termination or revocation					
I Enter the number of shareholders who were shareholders during any part of the tax year 1					
Caution: Include only trade or business income and expenses on lines 1a through 21. See the instructions for more information.					
Income	1a	Gross receipts or sales	1a	11,898,806	
	1b	Returns and allowances	1b		
	1c	Balance. Subtract line 1b from line 1a	1c	11,898,806	
	2	Cost of goods sold (attach Form 1125-A)	2	822,228	
	3	Gross profit. Subtract line 2 from line 1c	3	11,076,578	
	4	Net gain (loss) from Form 4797, line 17 (attach Form 4797)	4	28,105	
5	Other income (loss) (see instructions—attach statement)	5			
6	Total income (loss). Add lines 3 through 5	6	11,104,683		
Deductions (see instructions for limitations)	7	Compensation of officers (see instructions—attach Form 1125-E)	7	60,000	
	8	Salaries and wages (less employment credits)	8	3,517,195	
	9	Repairs and maintenance	9	5,913	
	10	Bad debts	10		
	11	Rents	11	60,266	
	12	Taxes and licenses	12	611,073	
	13	Interest (see instructions)	13	33,643	
	14	Depreciation not claimed on Form 1125-A or elsewhere on return (attach Form 4562)	14	1,205,976	
	15	Depletion (Do not deduct oil and gas depletion.)	15		
	16	Advertising	16	1,543	
	17	Pension, profit-sharing, etc., plans	17		
	18	Employee benefit programs	18		
	19	Other deductions (attach statement)	19	5,231,532	
	20	Total deductions. Add lines 7 through 19	20	10,727,141	
21	Ordinary business income (loss). Subtract line 20 from line 6	21	377,542		
Tax and Payments	22a	Excess net passive income or LIFO recapture tax (see instructions)	22a		
	22b	Tax from Schedule D (Form 1120S)	22b		
	22c	Add lines 22a and 22b (see instructions for additional taxes)	22c		
	23a	2018 estimated tax payments and 2017 overpayment credited to 2018	23a		
	23b	Tax deposited with Form 7004	23b		
	23c	Credit for federal tax paid on fuels (attach Form 4136)	23c		
	23d	Refundable credit from Form 8827, line 8c	23d		
	23e	Add lines 23a through 23d	23e		
	24	Estimated tax penalty (see instructions). Check if Form 2220 is attached <input type="checkbox"/>	24		
	25	Amount owed. If line 23e is smaller than the total of lines 22c and 24, enter amount owed	25		
26	Overpayment. If line 23e is larger than the total of lines 22c and 24, enter amount overpaid	26			
27	Enter amount from line 26: Credited to 2019 estimated tax <input type="checkbox"/> Refunded <input type="checkbox"/>	27			
Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than taxpayer) is based on all information of which preparer has any knowledge.					
Sign Here: Signature of officer Maxwell Meyer Date			Title President		
Preparer: Joseph L. Morton, CPA		Date: 08/19/19		Check <input type="checkbox"/> self-employed <input checked="" type="checkbox"/> P/TW	
Firm's name: ATLAS CPAs & Advisors PLLC		Firm's EIN: ***-***6959		Phone no: 480-483-1600	
Firm's address: 5020 E Shea Blvd #200		City, state, and ZIP: Scottsdale, AZ 85254			

Schedule B Other Information (see instructions)

- 1 Check accounting method: a Cash b Accrual
 c Other (specify) ▶
- 2 See the instructions and enter the:
 a Business activity ▶ **Campground Mgmt** b Product or service ▶ **Campground Services**
- 3 At any time during the tax year, was any shareholder of the corporation a disregarded entity, a trust, an estate, or a nominee or similar person? If "Yes," attach Schedule B-1, Information on Certain Shareholders of an S Corporation
- 4 At the end of the tax year, did the corporation:
 a Own directly 20% or more, or own, directly or indirectly, 50% or more of the total stock issued and outstanding of any foreign or domestic corporation? For rules of constructive ownership, see instructions. If "Yes," complete (i) through (v) below

(i) Name of Corporation	(ii) Employer Identification Number (if any)	(iii) Country of Incorporation	(iv) Percentage of Stock Owned	(v) If Percentage in (iv) is 100% Enter the Date (2/4/yy) a Qualified Subchapter S Subsidiary Election Was Made

- b Own directly an interest of 20% or more, or own, directly or indirectly, an interest of 50% or more in the profit, loss, or capital in any foreign or domestic partnership (including an entity treated as a partnership) or in the beneficial interest of a trust? For rules of constructive ownership, see instructions. If "Yes," complete (i) through (v) below

(i) Name of Entity	(ii) Employer Identification Number (if any)	(iii) Type of Entity	(iv) Country of Organization	(v) Maximum Percentage Owned in Prof. Loss or Capital

- 5 a At the end of the tax year, did the corporation have any outstanding shares of restricted stock?
 If "Yes," complete lines (i) and (ii) below.
 (i) Total shares of restricted stock ▶
 (ii) Total shares of non-restricted stock ▶
- b At the end of the tax year, did the corporation have any outstanding stock options, warrants, or similar instruments?
 If "Yes," complete lines (i) and (ii) below.
 (i) Total shares of stock outstanding at the end of the tax year ▶
 (ii) Total shares of stock outstanding if all instruments were executed ▶
- 6 Has this corporation filed, or is it required to file, Form 8918, Material Advisor Disclosure Statement, to provide information on any reportable transaction?
- 7 Check this box if the corporation issued publicly offered debt instruments with original issue discount. If checked, the corporation may have to file Form 8281, Information Return for Publicly Offered Original Issue Discount Instruments.
- 8 If the corporation: (a) was a C corporation before it elected to be an S corporation or the corporation acquired an asset with a basis determined by reference to the basis of the asset (or the basis of any other property) in the hands of a C corporation and (b) has net unrealized built-in gain in excess of the net recognized built-in gain from prior years, enter the net unrealized built-in gain reduced by net recognized built-in gain from prior years (see instructions) ▶ \$
- 9 Did the corporation have an election under section 163(j) for any real property trade or business or any farming business in effect during the tax year? See instructions
- 10 Does the corporation satisfy one of the following conditions and the corporation doesn't own a pass-through entity with current year, or prior year carryover, excess business interest expense? See instructions
 a The corporation's aggregate average annual gross receipts (determined under section 448(c)) for the 3 tax years preceding the current tax year don't exceed \$25 million, and the corporation isn't a tax shelter; or
 b The corporation only has business interest expense from (1) an electing real property trade or business, (2) an electing farming business, or (3) certain utility businesses under section 163(j)(7).
 If "No," complete and attach Form 899D.
- 11 Does the corporation satisfy both of the following conditions?
 a The corporation's total receipts (see instructions) for the tax year were less than \$250,000
 b The corporation's total assets at the end of the tax year were less than \$250,000
 If "Yes," the corporation is not required to complete Schedules L and M-1.

DAA

Schedule B Other information (see instructions) (continued)

	Yes	No
12 During the tax year, did the corporation have any non-shareholder debt that was canceled, was forgiven, or had the terms modified so as to reduce the principal amount of the debt? If "Yes," enter the amount of principal reduction ▶ \$		<input checked="" type="checkbox"/>
13 During the tax year, was a qualified subchapter S subsidiary election terminated or revoked? If "Yes," see instructions		<input checked="" type="checkbox"/>
14a Did the corporation make any payments in 2018 that would require it to file Form(s) 1099? b If "Yes," did the corporation file or will it file required Forms 1099?		<input checked="" type="checkbox"/>
15 Is the corporation attaching Form 8996 to certify as a Qualified Opportunity Fund? If "Yes," enter the amount from Form 8996 line 13 ▶ \$		<input checked="" type="checkbox"/>

Schedule K Shareholders' Pro Rata Share Items

	Total amount
Income (Loss)	
1 Ordinary business income (loss) (page 1, line 21)	377,542
2 Net rental real estate income (loss) (attach Form 8825)	
3a Other gross rental income (loss)	
b Expenses from other rental activities (attach statement)	
c Other net rental income (loss). Subtract line 3b from line 3a	
4 Interest income	1,078
5 Dividends: a Ordinary dividends	
b Qualified dividends	
6 Royalties	
7 Net short-term capital gain (loss) (attach Schedule D (Form 1120S))	
8a Net long-term capital gain (loss) (attach Schedule D (Form 1120S))	
b Collectibles (28%) gain (loss)	
c Unrecaptured section 1250 gain (attach statement)	
9 Net section 1231 gain (loss) (attach Form 4797)	
10 Other income (loss) (see instructions) Type ▶	
Deductions	
11 Section 179 deduction (attach Form 4562)	
12a Charitable contributions	750
b Investment interest expense	
c Section 59(e)(2) expenditures (1) Type ▶ (2) Amount ▶	
d Other deductions (see instructions) Type ▶	
Credits	
13a Low-income housing credit (section 42(j)(5))	
b Low-income housing credit (other)	
c Qualified rehabilitation expenditures (rental real estate) (attach Form 3468, if applicable)	
d Other rental real estate credits (see instructions) Type ▶	
e Other rental credits (see instructions) Type ▶	
f Biofuel producer credit (attach Form 6478)	
g Other credits (see instructions) Type ▶	
Foreign Transactions	
14a Name of country or U.S. possession ▶	
b Gross income from a: sources	
c Gross income sourced at shareholder level Foreign gross income sourced at corporate level	
d Section 951A category	
e Foreign branch category	
f Passive category	
g General category	
h Other (attach statement) Deductions allocated and apportioned at shareholder level	
i Interest expense	
j Other Deductions allocated and apportioned at corporate level to foreign source income	
k Section 951A category	
l Foreign branch category	
m Passive category	
n General category	
o Other (attach statement) Other information	
p Total foreign taxes (check one): <input type="checkbox"/> Paid <input type="checkbox"/> Accrued	
q Reduction in taxes available for credit (attach statement)	
r Other foreign tax information (attach statement)	

Schedule K Shareholders' Pro Rata Share Items (continued)		Total amount
Alternative Minimum Tax (AMT) Items	15a Post-1986 depreciation adjustment	15a
	b Adjusted gain or loss	15b
	c Depletion (other than oil and gas)	15c
	d Oil, gas, and geothermal properties - gross income	15d
	e Oil, gas, and geothermal properties - deductions	15e
	f Other AMT items (attach statement)	15f
Items Affecting Shareholder Basis	16a Tax-exempt interest income	16a
	b Other tax-exempt income	16b
	c Nondeductible expenses	16c 5,166
	d Distributions (attach statement if required) (see instructions)	16d 372,716
	e Repayment of loans from shareholders	16e
Other Information	17a Investment income	17a 1,078
	b Investment expenses	17b
	c Dividend distributions paid from accumulated earnings and profits	17c
	d Other items and amounts (attach statement) See Statement 3	
Reconciliation	18 Income/loss reconciliation. Combine the amounts on lines 1 through 10 in the far right column. From the result, subtract the sum of the amounts on lines 11 through 12d and 14p	18 377,870

Schedule L Balance Sheets Per Books	Beginning of tax year		End of tax year	
	(a)	(b)	(c)	(d)
Assets				
1 Cash		550,332		209,779
2a Trade notes and accounts receivable	32,285		21,715	
b Less allowance for bad debts		32,285		21,715
3 Inventories		43,696		60,196
4 U.S. government obligations				
5 Tax-exempt securities (see instructions)				
6 Other current assets (attach statement) Stmt 4		171,871		315,587
7 Loans to shareholders				
8 Mortgage and real estate loans				
9 Other investments (attach statement)				
10a Buildings and other depreciable assets	7,628,602		8,644,473	
b Less accumulated depreciation	5,507,983	2,120,619	6,654,782	1,989,691
11a Depletable assets				
b Less accumulated depletion				
12 Land (net of any amortization)				
13a Intangible assets (amortizable only)	1,355,730		1,355,730	
b Less accumulated amortization	1,343,366	12,364	1,353,788	1,942
14 Other assets (attach statement) Stmt 5		138,046		133,513
15 Total assets		3,069,213		2,732,423
Liabilities and Shareholders' Equity				
16 Accounts payable		137,368		150,764
17 Mortgages, notes, bonds payable in less than 1 year		196,719		110,000
18 Other current liabilities (attach statement) Stmt 6		1,287,616		1,492,425
19 Loans from shareholders				
20 Mortgages, notes, bonds payable in 1 year or more		287,624		439,774
21 Other liabilities (attach statement)				
22 Capital stock		200		200
23 Additional paid-in capital		1,159,686		539,260
24 Retained earnings				0
25 Adjustments to shareholders' equity (attach statement)				
26 Less cost of treasury stock				
27 Total liabilities and shareholders' equity		3,069,213		2,732,423

Form 1120S (2018)

DAA

Schedule M-1 Reconciliation of Income (Loss) per Books With Income (Loss) per Return

Note: The corporation may be required to file Schedule M-3 (see instructions)

1	Net income (loss) per books	372,716	5	Income recorded on books this year not included on Schedule K, lines 1 through 10 (itemize):	
2	Income included on Schedule K, lines 1, 2, 3c, 4, 5a, 6, 7, 8a, 9, and 10, not recorded on books this year (itemize)		a	Tax-exempt interest \$	
3	Expenses recorded on books this year not included on Schedule K, lines 1 through 12 and 14p (itemize):		6	Deductions included on Schedule K, lines 1 through 12 and 14p, not charged against book income this year (itemize):	
a	Depreciation \$		a	Depreciation \$	12
b	Travel and entertainment \$	4,534			
	Stmt 7	632			12
		5,166	7	Add lines 5 and 6	12
4	Add lines 1 through 3	377,882	8	Income (loss) (Schedule K, line 18) Line 4 less line 7	377,870

Schedule M-2 Analysis of Accumulated Adjustments Account, Shareholders' Undistributed Taxable Income Previously Taxed, Accumulated Earnings and Profits, and Other Adjustments Account (see instructions)

	(a) Accumulated adjustments account	(b) Shareholders' undistributed taxable income previously taxed	(c) Accumulated earnings and profits	(d) Other adjustments account
1	Balance at beginning of tax year	0		
2	Ordinary income from page 1, line 21	377,542		
3	Other additions Stmt 8	1,090		
4	Loss from page 1, line 21			
5	Other reductions Stmt 9	5,916		
6	Combine lines 1 through 5	372,716		
7	Distributions	372,716		
8	Balance at end of tax year. Subtract line 7 from line 6	0		

Form 1120S (2018)

DAA

Form **1120-S**

U.S. Income Tax Return for an S Corporation

OMB No. 1545-0123

Do not file this form unless the corporation has filed or is attaching Form 2553 to elect to be an S corporation. Go to www.irs.gov/Form1120S for instructions and the latest information.

2019

Department of the Treasury Internal Revenue Service

For calendar year 2019 or tax year beginning , ending

A S election effective date 01/15/2003	Name RECREATION RESOURCE MANAGEMENT, INC.	D Employer identification number 59-3764138
B Business activity code number (see instructions) 713900	Number, street, and room or suite no. If a P.O. box, see instructions. 11811 N. TATUM BLVD, #4095	E Date incorporated 01/15/2003
C Check if Sch. M-3 attached <input type="checkbox"/>	City or town, state or province, country, and ZIP or foreign postal code PHOENIX, AZ 85028	F Total assets (see instructions) \$ 2,874,941.

G Is the corporation electing to be an S corporation beginning with this tax year? Yes No If "Yes," attach Form 2553 if not already filed

H Check if: (1) Final return (2) Name change (3) Address change (4) Amended return (5) S election termination or revocation

I Enter the number of shareholders who were shareholders during any part of the tax year **1**

J Check if corporation: (1) Aggregated activities for section 465 at-risk purposes (2) Grouped activities for section 469 passive activity purposes

Caution: Include only trade or business income and expenses on lines 1a through 21. See the instructions for more information.

1 a Gross receipts or sales 12,749,245. b <small>gross and other income</small>	1a	12,749,245.
2 Cost of goods sold (attach Form 1125-A)	2	996,835.
3 Gross profit. Subtract line 2 from line 1a	3	11,752,410.
4 Net gain (loss) from Form 4797, line 17 (attach Form 4797)	4	92,370.
5 Other income (loss) (attach statement)	5	
6 Total income (loss). Add lines 3 through 5	6	11,844,780.
7 Compensation of officers (see Instrs. - attach Form 1125-E)	7	60,000.
8 Salaries and wages (less employment credits)	8	3,863,836.
9 Repairs and maintenance	9	200,208.
10 Bad debts	10	
11 Rents	11	60,207.
12 Taxes and licenses STATEMENT 2	12	646,924.
13 Interest (see instructions)	13	118,468.
14 Depreciation not claimed on Form 1125-A or elsewhere on return (attach Form 4562)	14	811,909.
15 Depletion (Do not deduct oil and gas depletion.)	15	
16 Advertising	16	18,407.
17 Pension, profit-sharing, etc., plans	17	
18 Employee benefit programs	18	49,417.
19 Other deductions (attach statement) STATEMENT 3	19	5,562,535.
20 Total deductions. Add lines 7 through 19	20	11,391,911.
21 Ordinary business income (loss). Subtract line 20 from line 6	21	452,869.
22 a Excess net passive income or LIFO recapture tax (see instructions)	22a	
b Tax from Schedule D (Form 1120-S)	22b	
c Add lines 22a and 22b	22c	
23 a 2019 estimated tax payments and 2018 overpayment credited to 2019	23a	
b Tax deposited with Form 7004	23b	
c Credit for federal tax paid on fuels (attach Form 4136)	23c	
d Reserved for future use	23d	
e Add lines 23a through 23d	23e	
24 Estimated tax penalty (see instructions). Check if Form 2220 is attached <input type="checkbox"/>	24	
25 Amount owed. If line 23e is smaller than the total of lines 22c and 24, enter amount owed	25	
26 Overpayment. If line 23e is larger than the total of lines 22c and 24, enter amount overpaid	26	
27 Enter amount from line 26: Credited to 2020 estimated tax Refunded	27	

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than taxpayer) is based on all information of which preparer has any knowledge.

Sign Here Signature of officer **JOY C. CERVANTES** Date **01/15/20** Title **PRESIDENT**

May the IRS discuss this return with the preparer shown below? See instructions.

Yes No

Preparer's name JOY C. CERVANTES, CPA	Preparer's signature JOY C. CERVANTES, CPA	Date 01/15/20	Check if self-employed <input type="checkbox"/>	PTIN P00165468
Firm's name BEACHFLEISCHMAN PC	Firm's address 2201 E. CAMELBACK ROAD, SUITE 200 PHOENIX, AZ 85016-3431		Firm's EIN 86-0683059	Phone no. 602-265-7011

LHA For Paperwork Reduction Act Notice, see separate instructions. 911701 12-30-19 Form 1120-S (2019)

10321015 759078 24680 2019.04030 RECREATION RESOURCE MANAGEM 24680__2

Schedule B Other information (see instructions)					Yes	No
1 Check accounting method: a <input type="checkbox"/> Cash b <input checked="" type="checkbox"/> Accrual c <input type="checkbox"/> Other (specify) ▶						
2 See the instructions and enter the:						
a Business activity ▶ CAMPGROUND MANAGEMENT b Product or service ▶ CAMPGROUND SERVICES						
3 At any time during the tax year, was any shareholder of the corporation a disregarded entity, a trust, an estate, or a nominee or similar person? If "Yes," attach Schedule B-1, Information on Certain Shareholders of an S Corporation						<input checked="" type="checkbox"/>
4 At the end of the tax year, did the corporation:						
a Own directly 20% or more, or own, directly or indirectly, 50% or more of the total stock issued and outstanding of any foreign or domestic corporation? For rules of constructive ownership, see instructions. If "Yes," complete (i) through (v) below						<input checked="" type="checkbox"/>
(i) Name of Corporation	(ii) Employer Identification Number (if any)	(iii) Country of Incorporation	(iv) Percentage of Stock Owned	(v) If percentage is 10% or more, enter the name of any S Corporation Subsidiary (Section 1361(c)(2)(B))		
b Own directly an interest of 20% or more, or own, directly or indirectly, an interest of 50% or more in the profit, loss, or capital in any foreign or domestic partnership (including an entity treated as a partnership) or in the beneficial interest of a trust? For rules of constructive ownership, see instructions. If "Yes," complete (i) through (v) below						<input checked="" type="checkbox"/>
(i) Name of Entity	(ii) Employer Identification Number (if any)	(iii) Type of Entity	(iv) Country of Organization	(v) Maximum Percentage Owned in Profit, Loss, or Capital		
6a At the end of the tax year, did the corporation have any outstanding shares of restricted stock? If "Yes," complete lines (i) and (ii) below.						<input checked="" type="checkbox"/>
(i) Total shares of restricted stock						
(ii) Total shares of non-restricted stock						
b At the end of the tax year, did the corporation have any outstanding stock options, warrants, or similar instruments? If "Yes," complete lines (i) and (ii) below.						<input checked="" type="checkbox"/>
(i) Total shares of stock outstanding at the end of the tax year						
(ii) Total shares of stock outstanding if all instruments were exercised						
6 Has this corporation filed, or is it required to file, Form 8818, Material Advisor Disclosure Statement, to provide info. on any reportable transaction?						<input checked="" type="checkbox"/>
7 Check this box if the corporation issued publicly offered debt instruments with original issue discount. If checked, the corporation may have to file Form 8281, Information Return for Publicly Offered Original Issue Discount Instruments.						<input type="checkbox"/>
8 If the corporation (a) was a C corporation before it elected to be an S corporation or the corporation acquired an asset with a basis determined by reference to the basis of the asset (or the basis of any other property) in the hands of a C corporation and (b) has not realized built-in gain in excess of the net recognized built-in gain from prior years, enter the net unrealized built-in gain reduced by net recognized built-in gain from prior years ▶ \$						
8 Did the corporation have an election under section 163(j) for any real property trade or business or any farming business in effect during the tax year? See instructions						<input checked="" type="checkbox"/>
10 Does the corporation satisfy one or more of the following? See instructions						<input checked="" type="checkbox"/>
a The corporation owns a pass-through entity with current, or prior year carryover, excess business interest expense.						
b The corporation's aggregate average annual gross receipts (determined under section 448(c)) for the 3 tax years preceding the current tax year are more than \$26 million and the corporation has business interest expense.						
c The corporation is a tax shelter and the corporation has business interest expense. If "Yes," complete and attach Form 8990.						
11 Does the corporation satisfy both of the following conditions?						<input checked="" type="checkbox"/>
a The corporation's total receipts (see instructions) for the tax year were less than \$250,000.						
b The corporation's total assets at the end of the tax year were less than \$250,000. If "Yes," the corporation is not required to complete Schedules L and M-1.						

Schedule B Other Information (see instructions) (continued)		Yes	No
12	During the tax year, did the corporation have any non-shareholder debt that was canceled, was forgiven, or had the terms modified so as to reduce the principal amount of the debt? If 'Yes,' enter the amount of principal reduction		<input checked="" type="checkbox"/>
13	During the tax year, was a qualified subchapter S subsidiary election terminated or revoked? If 'Yes,' see instructions		<input checked="" type="checkbox"/>
14a	Did the corporation make any payments in 2019 that would require it to file Form(s) 1099?	<input checked="" type="checkbox"/>	
	If 'Yes,' did the corporation file or will it file required Form(s) 1099?	<input checked="" type="checkbox"/>	
15	Is the corporation attaching Form 8996 to certify as a Qualified Opportunity Fund? If 'Yes,' enter the amount from Form 8996, line 14		<input checked="" type="checkbox"/>

Schedule K Shareholders' Pro Rata Share Items		Total amount
Income (Loss)	1 Ordinary business income (loss) (page 1, line 21)	1 452,869.
	2 Net rental real estate income (loss) (attach Form 8825)	2
	3a Other gross rental income (loss)	3a
	b Expenses from other rental activities (attach statement)	3b
	c Other net rental income (loss). Subtract line 3b from line 3a	3c
	4 Interest income	4 50.
	6 Dividends: a Ordinary dividends	6a STATEMENT 4 173.
	b Qualified dividends	6b
	8 Royalties	8
	7 Net short-term capital gain (loss) (attach Schedule D (Form 1120-S))	7
8a Net long-term capital gain (loss) (attach Schedule D (Form 1120-S))	8a -10,000.	
8b Collectibles (28%) gain (loss)	8b	
c Unrecaptured section 1250 gain (attach statement)	8c	
9 Net section 1231 gain (loss) (attach Form 4797)	9 STATEMENT 5 -1,787.	
10 Other income (loss) (see instructions) Type	10	
Deductions	11 Section 179 deduction (attach Form 4562)	11 239,863.
	12a Charitable contributions	12a STATEMENT 6 55,500.
	b Investment interest expense	12b
	c Section 6607(b) expenditure (1) Type (2) Amount	12c(2)
Credits	13a Low-income housing credit (section 42(j)(5))	13a
	b Low-income housing credit (other)	13b
	c Qualified rehabilitation expenditures (rental real estate) (attach Form 3466, if applicable)	13c
	d Other rental real estate credits (see instructions) Type	13d
	e Other credit (see instructions) Type	13e
	f Biofuel producer credit (attach Form 6478)	13f
	g Other credit (see instructions) Type	13g
Foreign Transactions	14a Name of country or U.S. possession	14a
	b Gross income from all sources	14b
	c Gross income sourced at shareholder level Foreign gross income sourced at corporate level	14c
	d Reserved for future use	14d
	e Foreign branch category	14e
	f Passive category	14f
	g General category	14g
	h Other (attach statement) Deductions allocated and apportioned at shareholder level	14h
	i Interest expense	14i
	j Other Deductions allocated and apportioned at corporate level to foreign source income	14j
	k Reserved for future use	14k
	l Foreign branch category	14l
	m Passive category	14m
	n General category	14n
o Other (attach statement) Other information	14o	
p Total foreign taxes (check one): <input type="checkbox"/> Paid <input type="checkbox"/> Accrued	14p	
q Reduction in taxes available for credit (attach statement)	14q	
r Other foreign tax information (attach statement)	14r	

Schedule K Shareholders' Pro Rata Share Items (continued)		Total amount
Alternative Minimum Tax (AMT) Items	15a Post-1986 depreciation adjustment	15a
	b Adjusted gain or loss	15b
	c Depletion (other than oil and gas)	15c
	d Oil, gas, and geothermal properties - gross income	15d
	e Oil, gas, and geothermal properties - deductions	15e
	f Other AMT items (attach statement)	15f
	Items Affecting Shareholder Bases	
16a Tax-exempt interest income	16a	
b Other tax-exempt income	16b	
c Nondeductible expenses	STATEMENT 12	4,290.
d Distributions (attach statement if required)	16d	1,102,558.
e Repayment of loans from shareholders	16e	
Other Information		
17a Investment income	17a	223.
b Investment expenses	17b	
c Dividend distributions paid from accumulated earnings and profits	17c	
d Other items and amounts (attach statement)	STATEMENT 7	
Reconciliation		
18 Income (loss) reconciliation. Combine the amounts on lines 1 through 10 in the far right column. From the result, subtract the sum of the amounts on lines 11 through 12d and 14g	18	145,942.

Schedule L Balance Sheets per Books	Beginning of tax year		End of tax year	
	(a)	(b)	(c)	(d)
Assets				
1 Cash		209,779.		182,998.
2a Trade notes and accounts receivable	21,715.		56,519.	
b Less allowance for bad debts		21,715.		56,519.
3 Inventories		60,196.		61,216.
4 U.S. government obligations				
5 Tax-exempt securities				
6 Other current assets (att. stml.)	STATEMENT 8	315,587.		153,191.
7 Loans to shareholders				
8 Mortgage and real estate loans				
9 Other investments (att. stml.)				
10a Buildings and other depreciable assets	8,644,473.		9,858,230.	
b Less accumulated depreciation	6,654,782.	1,989,691.	7,510,741.	2,347,489.
11a Depreciable assets				
b Less accumulated depletion				
12 Land (net of any amortization)				
13a Intangible assets (amortizable only)	1,355,730.		1,355,730.	
b Less accumulated amortization	1,353,788.	1,942.	1,354,237.	1,493.
14 Other assets (att. stml.)	STATEMENT 9	133,513.		72,035.
15 Total assets		2,732,423.		2,874,941.
Liabilities and Shareholders' Equity				
16 Accounts payable		150,764.		56,464.
17 Mortgages, notes, bonds payable in less than 1 year		110,000.		299,580.
18 Other current liabilities (att. stml.)	STATEMENT 10	1,492,425.		1,375,214.
19 Loans from shareholders				930,000.
20 Mortgages, notes, bonds payable in 1 year or more		439,774.		545,083.
21 Other liabilities (att. stml.)				
22 Capital stock		200.		200.
23 Additional paid-in capital		539,260.		539,260.
24 Retained earnings	STATEMENT 11			-870,860.
25 Adjustments to shareholders' equity (att. stml.)				
26 Less cost of treasury stock				
27 Total liabilities and shareholders' equity		2,732,423.		2,874,941.

Form 1120-S (2019)

811751
12-30-19

Schedule M-1 Reconciliation of Income (Loss) per Books With Income (Loss) per Return			
Note: The corporation may be required to file Schedule M-3. See instructions.			
1 Net income (loss) per books	231,698.	5 Income recorded on books this year not included on Schedule K, lines 1 through 10 (Itemize):	
2 Income included on Schedule K, lines 1, 2, 3c, 4, 5a, 6, 7, 8a, 9, and 10, not recorded on books this year (Itemize):		a Tax-exempt interest \$	
3 Expenses recorded on books this year not included on Schedule K, lines 1 through 12 and 14p (Itemize):		8 Deductions included on Schedule K, lines 1 through 12 and 14p, not charged against book income this year (Itemize):	
a Depreciation \$		a Depreciation \$	
b Travel and entertainment \$	4,290.	STMT 14	92,546.
STMT 13	2,500.	7 Add lines 5 and 6	92,546.
	6,790.	8 Income (loss) (Schedule K, line 10). Subtract line 7 from line 4	145,942.
4 Add lines 1 through 3	238,488.		

Schedule M-2 Analysis of Accumulated Adjustments Account, Shareholders' Undistributed Taxable Income Previously Taxed, Accumulated Earnings and Profits, and Other Adjustments Account (see instrs.)				
	(a) Accumulated adjustments account	(b) Shareholders' undistributed taxable income previously taxed	(c) Accumulated earnings and profits	(d) Other adjustments account
1 Balance at beginning of tax year				
2 Ordinary income from page 1, line 21	452,869.			
3 Other additions STATEMENT 15	223.			
4 Loss from page 1, line 21				
5 Other reductions STATEMENT 16	311,440.			
6 Combine lines 1 through 5	141,652.			
7 Distributions	141,652.			
8 Balance at end of tax year. Subtract line 7 from line 6	0.			

Form 1120-S (2019)

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2019.04030 RECREATION RESOURCE MANAGEM 24680__2

Form 1120-S

U.S. Income Tax Return for an S Corporation

OMB No. 1545-0122

Do not file this form unless the corporation has filed or is attaching Form 2553 to elect to be an S corporation. Go to www.irs.gov/Form1120S for instructions and the latest information.

2020

Department of the Treasury Internal Revenue Service

For calendar year 2020 or tax year beginning JANUARY 1, 2020, ending JUNE 15, 2020

Header section containing: A S election effective date (01/15/2003), B Business activity code number (713900), C Check if Sch. M-3 attached, D Employer identification number (59-3764138), E Date incorporated (01/15/2003), F Total assets (5,072,142), Name (RECREATION RESOURCE MANAGEMENT, INC.), and address (11811 N. TATUM BLVD, #4095, PHOENIX, AZ 85028).

Section B: Is the corporation electing to be an S corporation beginning with this tax year? (Yes/No). Section H: Check if final return, name change, address change, amended return, or election termination/revocation. Section I: Enter the number of shareholders (1). Section J: Check if aggregated or grouped activities.

Income section (lines 1-6). Line 1: Gross receipts or sales (4,117,668). Line 2: Cost of goods sold. Line 3: Gross profit. Line 4: Net gain (loss). Line 5: Other income (loss) (STATEMENT 2). Line 6: Total income (loss) (1,946,447).

Deductions section (lines 7-21). Lines 7-19: Compensation of officers, salaries and wages, repairs and maintenance, bad debts, rents, taxes and licenses, interest, depreciation, depletion, advertising, pension, profit-sharing, etc., plans, employee benefit programs, other deductions (STATEMENT 4). Line 20: Total deductions (1,684,211). Line 21: Ordinary business income (loss) (262,236).

Tax and Payments section (lines 22-27). Line 22: Excess net passive income or LIFO recapture tax. Line 23: 2020 estimated tax payments and 2019 overpayment credited to 2020. Line 24: Estimated tax penalty. Line 25: Amount owed. Line 26: Overpayment. Line 27: Enter amount from line 26 credited to 2021 estimated tax (Refunded).

Sign Here section. Signature of officer: ZANDRA L. O'KEEFE, Date: 01/25/22, Title: PRESIDENT. Includes a box for 'May the IRS discuss this return with the preparer shown below?' (Yes/No).

Preparer information section. Preparer name: ZANDRA L. O'KEEFE, Signature: ZANDRA L. O'KEEFE, Date: 01/25/22, PTIN: P00187878, Firm name: BEACHFLEISCHMAN PC, Firm's EIN: 86-0683059, Firm's address: 2201 E. CAMELBACK ROAD, SUITE 200, PHOENIX, AZ 85016-3431, Phone no.: 602-265-7011.

LHA For Paperwork Reduction Act Notice, see separate instructions. 011701 12-18-20 Form 1120-S (2020)

16430125 759078 24680 2020.05040 RECREATION RESOURCE MANAGEM 24680__1

Schedule B Other information (see instructions)

- 1 Check accounting method: a Cash b [X] Accrual c Other (specify)
2 See the instructions and enter the:
a Business activity CAMPGROUND MANAGEMEN b Product or service CAMPGROUND SERVICES
3 At any time during the tax year, was any shareholder of the corporation a disregarded entity, a trust, an estate, or a nominee or similar person?
4 At the end of the tax year, did the corporation:
a Own directly 20% or more, or own, directly or indirectly, 50% or more of the total stock issued and outstanding of any foreign or domestic corporation?

Table with 5 columns: (i) Name of Corporation, (ii) Employer Identification Number (if any), (iii) Country of Incorporation, (iv) Percentage of Stock Owned, (v) Percentage in 10% or more of a Qualified Subchapter S Secondary Election Was Made

- b Own directly an interest of 20% or more, or own, directly or indirectly, an interest of 50% or more in the profit, loss, or capital in any foreign or domestic partnership (including an entity treated as a partnership) or in the beneficial interest of a trust? For rules of constructive ownership, see instructions. If "Yes," complete (i) through (v) below

Table with 5 columns: (i) Name of Entity, (ii) Employer Identification Number (if any), (iii) Type of Entity, (iv) Country of Organization, (v) Maximum Percentage Owned in Profit, Loss, or Capital

- 5a At the end of the tax year, did the corporation have any outstanding shares of restricted stock? [X]

- If "Yes," complete lines (i) and (ii) below.
(i) Total shares of restricted stock
(ii) Total shares of non-restricted stock
b At the end of the tax year, did the corporation have any outstanding stock options, warrants, or similar instruments? [X]
If "Yes," complete lines (i) and (ii) below.
(i) Total shares of stock outstanding at the end of the tax year
(ii) Total shares of stock outstanding if all instruments were executed

- 6 Has this corporation filed, or is it required to file, Form 8918, Material Advisor Disclosure Statement, to provide info. on any reportable transaction? [X]

- 7 Check this box if the corporation issued publicly offered debt instruments with original issue discount []

- 8 If the corporation (a) was a C corporation before it elected to be an S corporation or the corporation acquired an asset with a basis determined by reference to the basis of the asset (or the basis of any other property) in the hands of a C corporation, and (b) has net unrealized built-in gain in excess of the net recognized built-in gain from prior years, enter the net unrealized built-in gain reduced by net recognized built-in gain from prior years \$

- 9 Did the corporation have an election under section 163(f) for any real property trade or business or any farming business in effect during the tax year? See instructions [X]

- 10 Does the corporation satisfy one or more of the following? See instructions [X]
a The corporation owns a pass-through entity with current, or prior year carryover, excess business interest expense.
b The corporation's aggregate average annual gross receipts (determined under section 448(c)) for the 3 tax years preceding the current tax year are more than \$26 million and the corporation has business interest expense.
c The corporation is a tax shelter and the corporation has business interest expense.
If "Yes," complete and attach Form 8990.

- 11 Does the corporation satisfy both of the following conditions? [X]
a The corporation's total receipts (see instructions) for the tax year were less than \$250,000.
b The corporation's total assets at the end of the tax year were less than \$250,000.
If "Yes," the corporation is not required to complete Schedules L and M-1.

Schedule B	Other Information	Yes	No
12	During the tax year, did the corporation have any non-shareholder debt that was canceled, was forgiven, or had the terms modified so as to reduce the principal amount of the debt? If "Yes," enter the amount of principal reduction		X
13	During the tax year, was a qualified subchapter S subsidiary election terminated or revoked? If "Yes," see instructions		X
14	Did the corporation make any payments in 2020 that would require it to file Form(s) 1099? If "Yes," did the corporation file or will it file required Form(s) 1099?	X	
15	Is the corporation attaching Form 8996 to certify as a Qualified Opportunity Fund? If "Yes," enter the amount from Form 8996, line 15	X	

Schedule K Shareholders' Pro Rata Share Items		Total amount
Income (Loss)	1 Ordinary business income (loss) (page 1, line 21)	1 262,236.
	2 Net rental real estate income (loss) (attach Form 8825)	2
	3a Other gross rental income (loss)	3a
	b Expenses from other rental activities (attach statement)	3b
	c Other net rental income (loss). Subtract line 3b from line 3a	8c
	4 Interest income	4 4.
	5 Dividends: a Ordinary dividends	5a
	b Qualified dividends	5b
	6 Royalties	6
	7 Net short-term capital gain (loss) (attach Schedule D (Form 1120-S))	7
Deductions	8a Net long-term capital gain (loss) (attach Schedule D (Form 1120-S))	8a
	b Collectibles (28%) gain (loss)	8b
	c Unrecaptured section 1250 gain (attach statement)	8c
	9 Net section 1231 gain (loss) (attach Form 4797)	9 STATEMENT 5 -63,726.
	10 Other income (loss) (see instructions) Type	10
	11 Section 179 deduction (attach Form 4562)	11 231,603.
	12a Charitable contributions	12a
	b Investment interest expense	12b
	c Section 56(a)(2) expenditures Type	12c
	d Other deductions (see instructions) Type	12d
Credits	13a Low-income housing credit (section 42(i)(5))	13a
	b Low-income housing credit (other)	13b
	c Qualified rehabilitation expenditures (rental real estate) (attach Form 3468, if applicable)	13c
	d Other rental real estate credits (see instructions) Type	13d
	e Other rental credits (see instructions) Type	13e
	f Biofuel producer credit (attach Form 6478)	13f
	g Other credits (see instructions) Type	13g
Foreign Transactions	14 a Name of country or U.S. possession	14a
	b Gross income from all sources	14b
	c Gross income sourced at shareholder level	14c
	Foreign gross income sourced at corporate level	
	d Reserved for future use	14d
	e Foreign branch category	14e
	f Passive category	14f
	g General category	14g
	h Other (attach statement)	14h
	Deductions allocated and apportioned at shareholder level	
	i Interest expense	14i
	j Other	14j
	Deductions allocated and apportioned at corporate level to foreign source income	
	k Reserved for future use	14k
	l Foreign branch category	14l
m Passive category	14m	
n General category	14n	
o Other (attach statement)	14o	
Other information		
p Total foreign taxes (check one): <input type="checkbox"/> Paid <input type="checkbox"/> Accrued	14p	
q Reduction in taxes available for credit (attach statement)	14q	
r Other foreign tax information (attach statement)		

Schedule K Shareholders' Pro Rata Share Items (continued)		Total amount
Alternative Minimum Tax (AMT) Items	16a Post-1986 depreciation adjustment	16a -20,196.
	b Adjusted gain or loss	16b
	c Depletion (other than oil and gas)	16c
	d Oil, gas, and geothermal properties - gross income	16d
	e Oil, gas, and geothermal properties - deductions	16e
	f Other AMT items (attach statement)	16f
Items Affecting Shareholder Basis	16a Tax-exempt interest income	16a
	b Other tax-exempt income	16b
	c Nondeductible expenses	STATEMENT 13 1,927.
	d Distributions (attach statement if required)	16d
	e Repayment of loans from shareholders	16e
Other Information	17a Investment income	17a 4.
	b Investment expenses	17b
	c Dividend distributions paid from accumulated earnings and profits	17c
	d Other items and amounts	STATEMENT 6
Reconciliation	18 Income (loss) reconciliation. Combine the amounts on lines 1 through 10 in the far right column. From the result, subtract the sum of the amounts on lines 11 through 12d and 14g	18 -33,089.

Schedule L Balance Sheets per Books	Beginning of tax year		End of tax year	
	(a)	(b)	(c)	(d)
Assets				
1 Cash		182,998.		1,311,118.
2a Trade notes and accounts receivable	56,519.		297,621.	
b Less allowance for bad debts		56,519.		297,621.
3 Inventories		61,216.		42,216.
4 U.S. government obligations				
5 Tax-exempt securities				
6 Other current assets (att. stmt.)	STATEMENT 7	153,191.		296,892.
7 Loans to shareholders				
8 Mortgage and real estate loans				
9 Other investments (att. stmt.)	STATEMENT 8	0.		446.
10a Buildings and other depreciable assets	9,858,230.		10,356,088.	
b Less accumulated depreciation	7,510,741.	2,347,489.	7,305,767.	3,050,321.
11a Depreciable assets				
b Less accumulated depletion				
12 Land (net of any amortization)				
13a Intangible assets (amortizable only)	1,355,730.		1,355,730.	
b Less accumulated amortization	1,354,237.	1,493.	1,354,237.	1,493.
14 Other assets (att. stmt.)	STATEMENT 9	72,035.		72,035.
15 Total assets		2,874,941.		5,072,142.
Liabilities and Shareholders' Equity				
16 Accounts payable		56,464.		271,085.
17 Mortgages, notes, bonds payable in less than 1 year		299,580.		64,218.
18 Other current liabilities (att. stmt.)	STATEMENT 10	1,375,214.		2,567,974.
19 Loans from shareholders		930,000.		1,085,000.
20 Mortgages, notes, bonds payable in 1 year or more		545,083.		1,069,395.
21 Other liabilities (att. stmt.)				
22 Capital stock		200.		200.
23 Additional paid-in capital		539,260.		539,260.
24 Retained earnings	STATEMENT 11	-870,860.		-548,525.
25 Adjustments to shareholders' equity (att. stmt.)	STATEMENT 12	0.		23,535.
26 Less cost of treasury stock				
27 Total liabilities and shareholders' equity		2,874,941.		5,072,142.

Form 1120-S (2020)

Schedule M-1 Reconciliation of Income (Loss) per Books With Income (Loss) per Return	
Note: The corporation may be required to file Schedule M-3. See instructions.	
1 Net income (loss) per books	322,335.
2 Income included on Schedule K, lines 1, 2, 3c, 4, 6a, 6, 7, 8a, 9, and 10, not recorded on books this year (Itemize):	
3 Expenses recorded on books this year not included on Schedule K, lines 1 through 12 and 14p (Itemize):	
a Depreciation \$	
b Travel and entertainment \$ 1,927.	
STMT 14 219,040.	220,967.
4 Add lines 1 through 3	543,302.
5 Income recorded on books this year not included on Schedule K, lines 1 through 10 (Itemize):	
a Tax-exempt interest \$	
6 Deductions included on Schedule K, lines 1 through 12 and 14p, not charged against book income this year (Itemize):	
a Depreciation \$ 371,564.	
STMT 15 204,827.	576,391.
7 Add lines 5 and 6	576,391.
8 Income (loss) (Schedule K, line 18). Subtract line 7 from line 4	-33,089.

Schedule M-2 Analysis of Accumulated Adjustments Account, Shareholders' Undistributed Taxable Income Previously Taxed, Accumulated Earnings and Profits, and Other Adjustments Account (see instrs.)				
	(a) Accumulated adjustments account	(b) Shareholders' undistributed taxable income previously taxed	(c) Accumulated earnings and profits	(d) Other adjustments account
1 Balance at beginning of tax year				
2 Ordinary income from page 1, line 21	262,236.			
3 Other additions STATEMENT 16	865,481.			
4 Loss from page 1, line 21				
5 Other reductions STATEMENT 17	297,256.		STATEMENT 18	865,477.
6 Combine lines 1 through 5	830,461.			-865,477.
7 Distributions				
8 Balance at end of tax year. Subtract line 7 from line 6	830,461.			-865,477.

Form 1120-S (2020)

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12-16-20

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2020.05040 RECREATION RESOURCE MANAGEM 24680__1

Form 1120-S U.S. Income Tax Return for an S Corporation OMB No. 1545-0123
 Do not file this form unless the corporation has filed or is attaching Form 2553 to elect to be an S corporation.
 Go to www.irs.gov/Form1120S for instructions and the latest information.

Department of the Treasury Internal Revenue Service
 For calendar year 2020 or tax year beginning **MAY 26, 2020**, ending **DECEMBER 31, 2020**

A S election effective date **05/26/2020**
B Business activity code number (see instructions) **713900**
C Check if Sch. M-3 attached

Name
OUTDOOR RECREATION SERVICES, INC
 Number, street, and room or suite no. If a P.O. box, see instructions.
11811 N. TATUM BLVD, #4095
 City or town, state or province, country, and ZIP or foreign postal code
PHOENIX, AZ 85028

D Employer identification number **85-1885168**
E Date incorporated **05/26/2020**
F Total assets (see instructions) \$ **0.**

G Is the corporation electing to be an S corporation beginning with this tax year? Yes No If "Yes," attach Form 2553 if not already filed
H Check if: (1) Final return (2) Name change (3) Address change (4) Amended return (5) S election termination or revocation
I Enter the number of shareholders who were shareholders during any part of the tax year **1**
J Check if corporation: (1) Aggregated activities for section 465 at-risk purposes (2) Grouped activities for section 469 passive activity purposes

Caution: include only trade or business income and expenses on lines 1a through 21. See the instructions for more information.

Income		Deductions (See instructions for limitations)		Tax and Payments	
1 a	Gross receipts or sales	1c	Balance	22a	Excess net passive income or LIFO recapture tax (see instructions)
2	Cost of goods sold (attach Form 1125-A)	2	4,523,772.	22b	Tax from Schedule D (Form 1120-S)
3	Gross profit. Subtract line 2 from line 1c	3	3,632,148.	22c	Add lines 22a and 22b
4	Net gain (loss) from Form 4797, line 17 (attach Form 4797)	4		23a	2020 estimated tax payments and 2019 overpayment credited to 2020
5	Other income (loss) (attach statement)	5	28,476.	23b	Tax deposited with Form 7004
6	Total income (loss). Add lines 3 through 5	6	3,660,624.	23c	Credit for federal tax paid on fuels (attach Form 4136)
7	Compensation of officers (see instr. - attach Form 1125-E)	7	16,667.	23d	Reserved for future use
8	Salaries and wages (less employment credits)	8	186,147.	23e	Add lines 23a through 23d
9	Repairs and maintenance	9		24	Estimated tax penalty (see instructions). Check if Form 2220 is attached
10	Bad debts	10		25	Amount owed. If line 23e is smaller than the total of lines 22c and 24, enter amount owed
11	Rents	11	47,916.	26	Overpayment. If line 23e is larger than the total of lines 22c and 24, enter amount overpaid
12	Taxes and licenses	12	111,513.	27	Enter amount from line 26. Credited to 2021 estimated tax
13	Interest (see instructions)	13	49,708.		Refunded
14	Depreciation not claimed on Form 1125-A or elsewhere on return (attach Form 4562)	14			
15	Depletion (Do not deduct oil and gas depletion.)	15			
16	Advertising	16	1,474.		
17	Pension, profit-sharing, etc., plans	17			
18	Employee benefit programs	18	53,833.		
19	Other deductions (attach statement)	19	2,681,752.		
20	Total deductions. Add lines 7 through 19	20	3,149,010.		
21	Ordinary business income (loss). Subtract line 20 from line 6	21	511,614.		

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than taxpayer) is based on all information of which preparer has any knowledge.

Sign Here
 Signature of officer: **ZANDRA L. O'KEEFE** Date: **02/09/22** Title: **PRESIDENT**

Print preparer's name: **ZANDRA L. O'KEEFE** Preparer's signature: **ZANDRA L. O'KEEFE** Date: **02/09/22** Check if self-employed: PTIN: **P00187878**
 Firm's name: **BEACHFLEISCHMAN PLLC** Firm's EIN: **86-0683059**
 Firm's address: **2201 E. CAMELBACK ROAD, SUITE 200** Phone no.: **602-265-7011**
PHOENIX, AZ 85016-3431

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Schedule B Other Information (see instructions)					Yes	No
1 Check accounting method: a <input type="checkbox"/> Cash b <input checked="" type="checkbox"/> Accrual c <input type="checkbox"/> Other (specify) ▶						
2 See the instructions and enter the:						
a Business activity ▶ CAMPGROUND MANAGEMENT b Product or service ▶ CAMPGROUND SERVICES						
3 At any time during the tax year, was any shareholder of the corporation a disregarded entity, a trust, an estate, or a nominee or similar person? If "Yes," attach Schedule B-1, Information on Certain Shareholders of an S Corporation						<input checked="" type="checkbox"/>
4 At the end of the tax year, did the corporation:						
a Own directly 20% or more, or own, directly or indirectly, 50% or more of the total stock issued and outstanding of any foreign or domestic corporation? For rules of constructive ownership, see instructions. If "Yes," complete (i) through (v) below						<input checked="" type="checkbox"/>
(i) Name of Corporation	(ii) Employer Identification Number (if any)	(iii) Country of Incorporation	(iv) Percentage of Stock Owned	(v) If Percentage of Stock is 10% - Enter the Name (if any) of Qualified Subchapter S Subsidiary Election Was Made		
b Own directly an interest of 20% or more, or own, directly or indirectly, an interest of 50% or more in the profit, loss, or capital in any foreign or domestic partnership (including an entity treated as a partnership) or in the beneficial interest of a trust? For rules of constructive ownership, see instructions. If "Yes," complete (i) through (v) below						<input checked="" type="checkbox"/>
(i) Name of Entity	(ii) Employer Identification Number (if any)	(iii) Type of Entity	(iv) Country of Organization	(v) Maximum Percentage Owned in Profit, Loss, or Capital		
5a At the end of the tax year, did the corporation have any outstanding shares of restricted stock? If "Yes," complete lines (i) and (ii) below.						<input checked="" type="checkbox"/>
(i) Total shares of restricted stock						
(ii) Total shares of non-restricted stock						
b At the end of the tax year, did the corporation have any outstanding stock options, warrants, or similar instruments? If "Yes," complete lines (i) and (ii) below.						<input checked="" type="checkbox"/>
(i) Total shares of stock outstanding at the end of the tax year						
(ii) Total shares of stock outstanding if all instruments were executed						
6 Has this corporation filed, or is it required to file, Form 8818, Material Advisor Disclosure Statement, to provide info. on any reportable transaction?						<input checked="" type="checkbox"/>
7 Check this box if the corporation issued publicly offered debt instruments with original issue discount						<input type="checkbox"/>
If checked, the corporation may have to file Form 8281, Information Return for Publicly Offered Original Issue Discount Instruments.						
8 If the corporation (a) was a C corporation before it elected to be an S corporation or the corporation acquired an asset with a basis determined by reference to the basis of the asset (or the basis of any other property) in the hands of a C corporation, and (b) has net unrealized built-in gain in excess of the net recognized built-in gain from prior years, enter the net unrealized built-in gain reduced by net recognized built-in gain from prior years ▶ \$						
9 Did the corporation have an election under section 163(j) for any real property trade or business or any farming business in effect during the tax year? See instructions						<input checked="" type="checkbox"/>
10 Does the corporation satisfy one or more of the following? See instructions						<input checked="" type="checkbox"/>
a The corporation owns a pass-through entity with current, or prior year carryover, excess business interest expense.						
b The corporation's aggregate average annual gross receipts (determined under section 448(c)) for the 3 tax years preceding the current tax year are more than \$26 million and the corporation has business interest expense.						
c The corporation is a tax shelter and the corporation has business interest expense. If "Yes," complete and attach Form 8990.						
11 Does the corporation satisfy both of the following conditions?						<input checked="" type="checkbox"/>
a The corporation's total receipts (see instructions) for the tax year were less than \$250,000.						
b The corporation's total assets at the end of the tax year were less than \$250,000. If "Yes," the corporation is not required to complete Schedules L and M-1.						

Schedule B Other Information (see instructions) (continued)		Yes	No
12	During the tax year, did the corporation have any non-shareholder debt that was canceled, was forgiven, or had the terms modified so as to reduce the principal amount of the debt? If "Yes," enter the amount of principal reduction ▶ \$		X
13	During the tax year, was a qualified subchapter S subsidiary election terminated or revoked? If "Yes," see instructions		X
14a	Did the corporation make any payments in 2020 that would require it to file Form(s) 1099? b If "Yes," did the corporation file or will it file required Form(s) 1099?	X	
15	Is the corporation attaching Form 8996 to certify as a Qualified Opportunity Fund? If "Yes," enter the amount from Form 8996, line 15 ▶ \$		X

Schedule K Shareholders' Pro Rata Share Items		Total amount	
Income (Loss)	1 Ordinary business income (loss) (page 1, line 21)	1	511,614.
	2 Net rental real estate income (loss) (attach Form 8825)	2	
	3a Other gross rental income (loss)	3a	
	b Expenses from other rental activities (attach statement)	3b	
	c Other net rental income (loss). Subtract line 3b from line 3a	3c	
	4 Interest income	4	163.
	5 Dividends: a Ordinary dividends	5a	
	b Qualified dividends	5b	
	6 Royalties	6	
	7 Net short-term capital gain (loss) (attach Schedule D (Form 1120-S))	7	
Deductions	8a Net long-term capital gain (loss) (attach Schedule D (Form 1120-S))	8a	26,057.
	b Collectibles (28%) gain (loss)	8b	
	c Unrecaptured section 1250 gain (attach statement)	8c	
	9 Net section 1231 gain (loss) (attach Form 4797)	9	14,669.
	10 Other income (loss) (see instructions) Type ▶	10	
	11 Section 179 deduction (attach Form 4562)	11	437,251.
	12a Charitable contributions	12a	27,000.
	b Investment interest expense	12b	
	c Section 549(c) expenditures Type ▶	12c	
	d Other deductions (see instructions) Type ▶	12d	
Credits	13a Low-income housing credit (section 42(j)(5))	13a	
	b Low-income housing credit (other)	13b	
	c Qualified rehabilitation expenditures (rental real estate) (attach Form 3468, if applicable)	13c	
	d Other rental real estate credits (see instructions) Type ▶	13d	
	e Other real credits (see instructions) Type ▶	13e	
	f Biotech producer credit (attach Form 6478)	13f	
	g Other credits (see instructions) Type ▶	13g	
Foreign Transactions	14a Name of country or U.S. possession ▶	14a	
	b Gross income from all sources	14b	
	c Gross income sourced at shareholder level Foreign gross income sourced at corporate level	14c	
	d Reserved for future use	14d	
	e Foreign branch category	14e	
	f Passive category	14f	
	g General category	14g	
	h Other (attach statement) Deductions allocated and apportioned at shareholder level	14h	
	i Interest expense	14i	
	j Other Deductions allocated and apportioned at corporate level to foreign source income	14j	
	k Reserved for future use	14k	
	l Foreign branch category	14l	
	m Passive category	14m	
	n General category	14n	
o Other (attach statement) Other information	14o		
p Total foreign taxes (check one): <input type="checkbox"/> Paid <input type="checkbox"/> Accrued ▶	14p		
q Reduction in taxes available for credit (attach statement)	14q		
r Other foreign tax information (attach statement)	14r		

Schedule K Shareholders' Pro Rata Share Items (continued)		Total amount
Alternative Minimum Tax (AMT) Items	15a Post-1986 depreciation adjustment	15a -9,881.
	b Adjusted gain or loss	15b
	c Depletion (other than oil and gas)	15c
	d Oil, gas, and geothermal properties - gross income	15d
	e Oil, gas, and geothermal properties - deductions	15e
	f Other AMT items (attach statement)	15f
Items Affecting Shareholder Basis	16a Tax-exempt interest income	16a
	b Other tax-exempt income	16b
	c Nondeductible expenses	16c STATEMENT 16 1,247.
	d Distributions (attach statement if required)	16d
Other Information	e Repayment of loans from shareholders	16e
	17a Investment income	17a 163.
	b Investment expenses	17b
	c Dividend distributions paid from accumulated earnings and profits	17c
d Other items and amounts	STATEMENT 9	
Reconciliation	18 Income (loss) reconciliation. Combine the amounts on lines 1 through 10 in the far right column. From the result, subtract the sum of the amounts on lines 11 through 12d and 14e	18 88,252.

Schedule L Balance Sheets per Books	Beginning of tax year		End of tax year	
	(a)	(b)	(c)	(d)
Assets				
1 Cash		1,311,118.		0.
2 Trade notes and accounts receivable	297,621.		0.	
b Less allowance for bad debts		297,621.		0.
3 Inventories		42,216.		0.
4 U.S. government obligations				
5 Tax-exempt securities				
6 Other current assets (att. stmt.)	STATEMENT 10	296,892.		0.
7 Loans to shareholders				
8 Mortgage and real estate loans				
9 Other investments (att. stmt.)	STATEMENT 11	446.		0.
10 Buildings and other depreciable assets	10,356,088.		0.	
b Less accumulated depreciation	7,305,767.	3,050,321.	0.	0.
11 Depletable assets				
b Less accumulated depletion				
12 Land (net of any amortization)				
13 Intangible assets (amortizable only)	1,355,730.		0.	
b Less accumulated amortization	1,354,237.	1,493.	0.	0.
14 Other assets (att. stmt.)	STATEMENT 12	72,035.		0.
15 Total assets		5,072,142.		0.
Liabilities and Shareholders' Equity				
16 Accounts payable		271,085.		0.
17 Mortgages, notes, bonds payable in less than 1 year		64,218.		0.
18 Other current liabilities (att. stmt.)	STATEMENT 13	2,567,974.		17,203.
19 Loans from shareholders		1,085,000.		
20 Mortgages, notes, bonds payable in 1 year or more		1,069,395.		
21 Other liabilities (att. stmt.)				
22 Capital stock		200.		200.
23 Additional paid-in capital		539,260.		539,260.
24 Retained earnings	STATEMENT 14	-524,990.		-1,639,532.
25 Adjustments to shareholders' equity (att. stmt.)	STATEMENT 15	0.		1,082,869.
26 Less cost of treasury stock				
27 Total liabilities and shareholders' equity		5,072,142.		0.

Form 1120-S (2020)

014731
12-16-20

Schedule M-1 Reconciliation of Income (Loss) per Books With Income (Loss) per Return

Note: The corporation may be required to file Schedule M-3. See instructions.

1 Net income (loss) per books	-1,114,542.	5 Income recorded on books this year not included on Schedule K, lines 1 through 10 (Ratize):	
2 Income included on Schedule K, lines 1, 2, 3c, 4, 5a, 6, 7, 8a, 9, and 10, not recorded on books this year (Ratize):		a Tax-exempt interest \$	
3 Expenses recorded on books this year not included on Schedule K, lines 1 through 12 and 14p (Ratize):		6 Deductions included on Schedule K, lines 1 through 12 and 14p, not charged against book income this year (Ratize):	
a Depreciation \$	284,868.	a Depreciation \$	
b Travel and entertainment \$	1,208.	STMT 18	160,404.
STMT 17	1,077,122.	7 Add lines 5 and 6	160,404.
4 Add lines 1 through 3	248,656.	8 Income (loss) (Schedule K, line 18). Subtract line 7 from line 4	88,252.

Schedule M-2 Analysis of Accumulated Adjustments Account, Shareholders' Undistributed Taxable Income Previously Taxed, Accumulated Earnings and Profits, and Other Adjustments Account (see instrs.)

	(a) Accumulated adjustments account	(b) Shareholders' undistributed taxable income previously taxed	(c) Accumulated earnings and profits	(d) Other adjustments account
1 Balance at beginning of tax year	1,076,234.			-865,477.
2 Ordinary income from page 1, line 21	511,614.			
3 Other additions STATEMENT 19	40,889.			
4 Loss from page 1, line 21				
5 Other reductions STATEMENT 20	465,498.			
6 Combine lines 1 through 5	1,163,239.			-865,477.
7 Distributions				
8 Balance at end of tax year. Subtract line 7 from line 6	1,163,239.			-865,477.

Form 1120-S (2020)

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12-18-20

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2020.05060 OUTDOOR RECREATION SERVICES 25481__1

Schedule K-1

(Form 1065)

Department of the Treasury
Internal Revenue Service

2020

For calendar year 2020, or tax year

Final K-1

Amended K-1

OMB No. 1545-0123

beginning 12/01/2020

ending 12/31/2020

Partner's Share of Income, Deductions, Credits, etc.

See separate instructions.

Part I Information About the Partnership		Part III Partner's Share of Current Year Income, Deductions, Credits, and Other Items	
A Partnership's employer identification number 59-3764138		1 Ordinary business income (loss) -762,392.	15 Credits
B Partnership's name, address, city, state, and ZIP code RRM-CLM SERVICES, LLC 11811 N. TATUM BLVD, #4095 PHOENIX, AZ 85028		2 Net rental real estate income (loss)	16 Foreign transactions
C IRS Center where partnership filed return E-FILE		3 Other net rental income (loss)	
D <input type="checkbox"/> Check if this is a publicly traded partnership (PTP)		4a Guaranteed payments for services	
Part II Information About the Partner		4b Guaranteed payments for capital	
E Partner's SSN or TIN (Do not use TIN of a disregarded entity. See instructions.) 85-1885168		4c Total guaranteed payments	17 Alternative min tax (AMT) items -299.
F Name, address, city, state, and ZIP code for partner entered in E. See instructions. OUTDOOR RECREATION SERVICES INC 11811 N TATUM BLVD STE 4095 PHOENIX, AZ 85028		5 Interest income 2.	18 Tax-exempt income and nondeductible expenses 39.
G <input checked="" type="checkbox"/> General partner or LLC member-manager <input type="checkbox"/> Limited partner or other LLC member		6a Ordinary dividends	
H1 <input checked="" type="checkbox"/> Domestic partner <input type="checkbox"/> Foreign partner		6b Qualified dividends	
H2 <input type="checkbox"/> If the partner is a disregarded entity (DE), enter the partner's:		6c Dividend equivalents	
TIN _____ Name _____		7 Royalties	19 Distributions
I1 What type of entity is this partner? CORPORATION		8 Net short-term capital gain (loss)	20 Other information 2.
I2 If this partner is a retirement plan (IRA/SEP/Keogh/etc.), check here <input type="checkbox"/>		9a Net long-term capital gain (loss) 26,057.	A * STMT
J Partner's share of profit, loss, and capital:		9b Collectibles (28%) gain (loss)	
Beginning Ending		9c Unrecaptured section 1250 gain	
Profit 80.2500000% 80.2500000%		10 Net section 1231 gain (loss)	
Less 80.2500000% 80.2500000%		11 Other income (loss)	
Capital 80.2500000% 80.2500000%		12 Section 179 deduction	
Check if decrease is due to sale or exchange of partnership interest <input type="checkbox"/>		13 Other deductions 46,078.	
K Partner's share of liabilities:		14 Self-employment earnings (loss)	
Beginning Ending		21 <input type="checkbox"/> More than one activity for at-risk purposes*	
Nonrecourse \$ 0. \$ 5,081,862.		22 <input type="checkbox"/> More than one activity for passive activity purposes*	
Qualified nonrecourse financing \$ 0. \$ 0.		*See attached statement for additional information.	
Recourse \$ 0. \$ 1,291,531.		For IRS Use Only	
<input type="checkbox"/> Check this box if item K includes liability amounts from lower tier partnerships.			
L Partner's Capital Account Analysis SEE STATEMENT			
Beginning capital account \$			
Capital contributed during the year \$ 1,155,267.			
Current year net income (loss) \$ -782,450.			
Other increase (decrease) (attach explanation) \$ -390,020.			
Withdrawals & distributions \$(
Ending capital account \$ -17,203.			
M Did the partner contribute property with a built-in gain or loss? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If "Yes," attach statement. See instructions.			
N Partner's Share of Net Unrecognized Section 704(c) Gain or (Loss)			
Beginning \$			
Ending \$			

RRM-CLM SERVICES, LLC

59-3764138

SCHEDULE K-1 NONDEDUCTIBLE EXPENSES, BOX 18, CODE C

<u>DESCRIPTION</u>	<u>PARTNER FILING INSTRUCTIONS</u>	<u>AMOUNT</u>
EXCLUDED MEALS AND ENTERTAINMENT EXPENSES	NONDEDUCTIBLE PORTION	39.
TOTAL TO SCHEDULE K-1, BOX 18, CODE C		39.

SCHEDULE K-1 SECTION 199A INFORMATION, BOX 20, CODE Z

<u>DESCRIPTION</u>	<u>AMOUNT</u>
TRADE OR BUSINESS -	
ORDINARY INCOME (LOSS)	-762,392.
W-2 WAGES	383,902.
UNADJUSTED BASIS OF ASSETS	10,050,801.

PARTNER NUMBER 1

SCHEDULE K-1 SECTION 199A ADDITIONAL INFORMATION

THE SECTION 199A AMOUNTS TO BE USED IN THE CALCULATION OF QUALIFIED BUSINESS INCOME DEDUCTION ON YOUR 1040/1041 RETURN ARE REPORTED ON LINE 20, UNDER CODE Z. PLEASE CONSULT YOUR TAX ADVISOR REGARDING THE CALCULATION OF THE QUALIFIED BUSINESS INCOME DEDUCTION, INCLUDING THE POSSIBLE AGGREGATIONS AND LIMITATIONS THAT MAY APPLY AND THE FILING OF THE 1.199A-4(C)(2)(I) ANNUAL DISCLOSURE STATEMENT.

SCHEDULE K-1 CURRENT YEAR NET INCOME (LOSS) AND OTHER INCREASES(DECREASES)

DESCRIPTION	AMOUNT	TOTALS
ORDINARY INCOME (LOSS)	-762,392.	
INTEREST INCOME	2.	
LONG-TERM CAPITAL GAIN (LOSS)	26,057.	
SCHEDULE K-1 INCOME SUBTOTAL		-736,333.
OTHER DEDUCTIONS	-46,078.	
NONDEDUCTIBLE EXPENSES	-39.	
SCHEDULE K-1 DEDUCTIONS SUBTOTAL		-46,117.
NET INCOME (LOSS) PER SCHEDULE K-1		-782,450.
ADJUSTMENT TO TAX BASIS		-390,020.
TOTAL OTHER INCREASES OR DECREASES		-390,020.

SCHEDULE K-1 ITEM L. PARTNER'S CAPITAL ACCOUNT ANALYSIS

BEGINNING CAPITAL ACCOUNT METHOD USED - TAX BASIS

SCHEDULE K-1 FOOTNOTES

YOUR CAPITAL ACCOUNT ON SCHEDULE K-1 IS STATED ON TAX BASIS.
YOUR 704(B) BASIS IS:

BEGINNING	8,000,000.
ENDING	7,217,552.

PARTNER NUMBER 1

Schedule of Activities

For calendar year 2020, or tax year beginning DEC 1, 2020, and ending DEC 31, 2020.

Name: RRM-CLM SERVICES, LLC 59-3764138
For: OUTDOOR RECREATION SERVICES INC 85-1885168

Table with columns: Description of Activity, Activity Number (1), 100% Disposed, FTP, P/T 199A, Type Code, Description. Rows include Ordinary business income (loss) -762,392, Section 59(e)(2) expenditures 46,078, Section 199A - W-2 wages 383,902, and Unadjusted basis of assets 10,050,801.

025001 04-01-20 1 - Single Family Residence 2 - Multi-Family Residence 3 - Vacation or Short-Term Rental 4 - Commercial 5 - Land 6 - Royalties 7 - Self-Rental 8 - Other

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2020.05060 RRM-CLM SERVICES, LLC

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Partner Basis Worksheet		
Partner Number: 1	Partner ID Number: 85-1885168	
Partner Name: OUTDOOR RECREATION SERVICES INC	Ownership Percentage: 80.2500%	
Partnership Name: RRM-CLM SERVICES, LLC	Partnership ID Number: 59-3764138	
	Year Ended: DECEMBER 31, 2020	
Increases:		
1. Adjusted basis at the end of the prior year (not less than zero)	1.	0.
2. Money and your adjusted basis in property contributed to the partnership less the associated liabilities (not less than zero)	2.	1,438,584.
3. Partner's share of partnership liabilities (current year Item K, Schedule K-1 and increased share)	3.	6,373,393.
a. Less: Liabilities included in line 1 above (prior year Item K)	3a.	
4. Items of income or gain this year including tax-exempt income		
a. Ordinary business income	a.	
b. Net rental real estate income	b.	
c. Other net rental income	c.	
d. Interest income	d.	2.
e. Ordinary dividends	e.	
f. Royalties	f.	
g. Net short-term capital gain	g.	
h. Net long-term capital gain	h.	26,057.
i. Net gain under Section 1231	i.	
j. Other income	j.	
k. Tax-exempt income	k.	
l. Other increases:	l.	
Total income and gain (Add 4(a) through 4(l))	4.	26,059.
5. Gain (if any) recognized this year on contribution of property to partnership (other than gain from transfer of liabilities)	5.	
6. Depletion (other than oil and gas) in excess of basis	6.	
Total increases (Add lines 2 through 6)		7,838,036.
Decreases:		
7. Withdrawals and distributions during the year	7.	
8. Partner's share of partnership liabilities (current year Item K, Sch K-1 and decreased share)	8.	
a. Less: Liabilities included in line 1 above (prior year Item K)	8a.	
9. Nondeductible expenses	9.	39.
10. Partnership losses and deductions:		
a. Ordinary business (loss)	a.	762,392.
b. Net rental real estate (loss)	b.	
c. Other net rental (loss)	c.	
d. Net short-term capital (loss)	d.	
e. Net long-term capital (loss)	e.	
f. Net loss under Section 1231	f.	
g. Other deductions	g.	46,078.
h. Charitable contributions	h.	
i. Section 179 deduction	i.	
j. Foreign taxes paid or accrued	j.	
k. Other decreases:	k.	
l. Disallowed prior year's losses and deductions	l.	
11. Oil and gas depletion (not to exceed your allocable share of the adjusted basis of the property)	11.	808,470.
Total decreases (Add 10(a) through 10(k) and line 11)		808,470.
12. Adjusted Basis of partnership interest (If less than zero, enter zero)	12.	7,029,527.
Gain on Distributions:		
13. a. Cash distributions	a.	
b. Less: basis before distributions and allocable loss	b.	
c. Gain on distribution	c.	
Carryover:		
14. a. Prior year loss	a.	
b. Add: Losses and deductions this year	b.	808,509.
c. Less: Applied this year	c.	7,838,036.
d. End of year (not less than 0)	d.	0.

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2020.05060 RRM-CLM SERVICES, LLC

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Form **1065**

U.S. Return of Partnership Income

OMB No. 1545-0123

Department of the Treasury
Internal Revenue Service

For calendar year 2021, or tax year beginning _____, ending _____

2021

Go to www.irs.gov/Form1065 for instructions and the latest information.

A Principal business activity RECREATIONAL SERVICES		Type of Print	Name of partnership RRM-CLM SERVICES, LLC		D Employer identification number 59-3764138
B Principal product or service RECREATIONAL SERVICES			Number, street, and room or suite no. if a P.O. box, see instructions. 1811 N. TATUM BLVD, #4095		E Date business started 10/07/2020
C Business code number 713900			City or town, state or province, country, and ZIP or foreign postal code PHOENIX AZ 85028		F Total assets \$55,295,652.

G Check applicable boxes: (1) Initial return (2) Final return (3) Name change (4) Address change (5) Amended return

H Check accounting method: (1) Cash (2) Accrual (3) Other (specify) _____

I Number of Schedules K-1. Attach one for each person who was a partner at any time during the tax year **2**

J Check if Schedules C and M-3 are attached

K Check if partnership: (1) Aggregated activities for section 465 at-risk purposes (2) Grouped activities for section 469 passive activity purposes

Caution: Include only trade or business income and expenses on lines 1a through 22 below. See instructions for more information.

Income	1a Gross receipts or sales	1a	36,109,373.
	b Returns and allowances	1b	
	c Balance. Subtract line 1b from line 1a	1c	36,109,373.
	2 Cost of goods sold (attach Form 1125-A)	2	10,022,530.
	3 Gross profit. Subtract line 2 from line 1c	3	26,086,843.
	4 Ordinary income (loss) from other partnerships, estates, and trusts (attach statement)	4	
	5 Net farm profit (loss) (attach Schedule F (Form 1040))	5	
	6 Net gain (loss) from Form 4797, Part II, line 17 (attach Form 4797)	6	4,274.
7 Other income (loss) (attach statement)	7	SEE STATEMENT 1	
8 Total income (loss). Combine lines 3 through 7	8	26,183,193.	
Deductions (see instructions for limitations)	9 Salaries and wages (other than to partners) (less employment credits)	9	11,681,527.
	10 Guaranteed payments to partners	10	301.
	11 Repairs and maintenance	11	228,786.
	12 Bad debts	12	
	13 Rent	13	40,306.
	14 Taxes and licenses	14	SEE STATEMENT 2
	15 Interest (see instructions)	15	888,450.
	16a Depreciation (if required, attach Form 4562)	16a	SYMT 4 1,938,448.
	b Less depreciation reported on Form 1125-A and elsewhere on return	16b	1,938,448.
	17 Depletion (Do not deduct oil and gas depletion.)	17	
	18 Retirement plans, etc.	18	
	19 Employee benefit programs	19	101,092.
20 Other deductions (attach statement)	20	SEE STATEMENT 3	
21 Total deductions. Add the amounts shown in the far right column for lines 9 through 20	21	25,805,449.	
22 Ordinary business income (loss). Subtract line 21 from line 8	22	377,744.	
Tax and Payments	23 Interest due under the look-back method-completed long-term contracts (attach Form 8697)	23	
	24 Interest due under the look-back method-income forecast method (attach Form 8866)	24	
	25 BBA AAR imputed underpayment (see instructions)	25	
	26 Other taxes (see instructions)	26	
	27 Total balance due. Add lines 23 through 26	27	
	28 Payment (see instructions)	28	
	29 Amount owed. If line 28 is smaller than line 27, enter amount owed	29	
	30 Overpayment. If line 28 is larger than line 27, enter overpayment	30	

Sign Here
Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete. Declaration of preparer (other than partner or limited liability company member) is based on all information of which preparer has any knowledge.

Signature of partner or limited liability company member ZANDRA L. O'KEEFE	Date 09/01/22	Check <input type="checkbox"/> if self-employed	PTIN P00187878
Print/Type preparer's name ZANDRA L. O'KEEFE	Preparer's signature ZANDRA L. O'KEEFE	Firm's EIN 86-0683059	Phone no. 602-265-7011
Firm's name BEACHFLEISCHMAN PLLC		Firm's address 2201 E. CAMELBACK ROAD, SUITE 200 PHOENIX, AZ 85016-3431	

LHA For Paperwork Reduction Act Notice, see separate instructions. 111001 11-29-21 Form 1065 (2021)

Schedule B Other Information

1 What type of entity is filing this return? Check the applicable box:

a <input type="checkbox"/> Domestic general partnership	b <input type="checkbox"/> Domestic limited partnership
c <input checked="" type="checkbox"/> Domestic limited liability company	d <input type="checkbox"/> Domestic limited liability partnership
e <input type="checkbox"/> Foreign partnership	f <input type="checkbox"/> Other ▶

2 At the end of the tax year:

a Did any foreign or domestic corporation, partnership (including any entity treated as a partnership), trust, or tax-exempt organization, or any foreign government own, directly or indirectly, an interest of 50% or more in the profit, loss, or capital of the partnership? For rules of constructive ownership, see instructions. If "Yes," attach Schedule B-1, Information on Partners Owning 50% or More of the Partnership Yes No
X

b Did any individual or estate own, directly or indirectly, an interest of 50% or more in the profit, loss, or capital of the partnership? For rules of constructive ownership, see instructions. If "Yes," attach Schedule B-1, Information on Partners Owning 50% or More of the Partnership Yes No
X

3 At the end of the tax year, did the partnership:

a Own directly 20% or more, or own, directly or indirectly, 50% or more of the total voting power of all classes of stock entitled to vote of any foreign or domestic corporation? For rules of constructive ownership, see instructions. If "Yes," complete (i) through (iv) below Yes No
X

(i) Name of Corporation	(ii) Employer Identification Number (if any)	(iii) Country of Incorporation	(iv) Percentage Owned in Voting Stock

b Own directly an interest of 20% or more, or own, directly or indirectly, an interest of 50% or more in the profit, loss, or capital in any foreign or domestic partnership (including an entity treated as a partnership) or in the beneficial interest of a trust? For rules of constructive ownership, see instructions. If "Yes," complete (i) through (v) below Yes No
X

(i) Name of Entity	(ii) Employer Identification Number (if any)	(iii) Type of Entity	(iv) Country of Organization	(v) Maximum Percentage Owned in Profit, Loss, or Capital

4 Does the partnership satisfy all four of the following conditions? Yes No

a The partnership's total receipts for the tax year were less than \$250,000.	Yes No
b The partnership's total assets at the end of the tax year were less than \$ 1 million.	
c Schedules K-1 are filed with the return and furnished to the partners on or before the due date (including extensions) for the partnership return.	
d The partnership is not filing and is not required to file Schedule M-3. If "Yes," the partnership is not required to complete Schedules L, M-1, and M-2; item F on page 1 of Form 1065, or item L on Schedule K-1.	

X

5 Is this partnership a publicly traded partnership, as defined in section 469(u)(2)? Yes No
X

6 During the tax year, did the partnership have any debt that was canceled, was forgiven, or had the terms modified so as to reduce the principal amount of the debt? Yes No
X

7 Has this partnership filed, or is it required to file, Form 8918, Material Advisor Disclosure Statement, to provide information on any reportable transaction? Yes No
X

8 At any time during calendar year 2021, did the partnership have an interest in or a signature or other authority over a financial account in a foreign country (such as a bank account, securities account, or other financial account)? See instructions for exceptions and filing requirements for FinCEN Form 114, Report of Foreign Bank and Financial Accounts (FBAR). If "Yes," enter the name of the foreign country ▶ Yes No
X

9 At any time during the tax year, did the partnership receive a distribution from, or was it the grantor of, or transferor to, a foreign trust? If "Yes," the partnership may have to file Form 3520, Annual Return To Report Transactions With Foreign Trusts and Receipt of Certain Foreign Gifts. See instructions Yes No
X

10 a Is the partnership making, or had it previously made (and not revoked), a section 754 election? See instructions for details regarding a section 754 election. Yes No
X

b Did the partnership make for this tax year an optional basis adjustment under section 743(b) or 734(b)? If "Yes," attach a statement showing the computation and allocation of the basis adjustment. See instructions Yes No
X

Schedule B Other Information (continued)		Yes	No
c	Is the partnership required to adjust the basis of partnership assets under section 743(b) or 734(b) because of a substantial built-in loss (as defined under section 743(d)) or substantial basis reduction (as defined under section 734(d))? If "Yes," attach a statement showing the computation and allocation of the basis adjustment. See instructions		X
11	Check this box if, during the current or prior tax year, the partnership distributed any property received in a like-kind exchange or contributed such property to another entity (other than disregarded entities wholly owned by the partnership throughout the tax year)	<input type="checkbox"/>	
12	At any time during the tax year, did the partnership distribute to any partner a tenancy-in-common or other undivided interest in partnership property?		X
13	If the partnership is required to file Form 8858, Information Return of U.S. Persons With Respect To Foreign Disregarded Entities (FDEs) and Foreign Branches (FBs), enter the number of Forms 8858 attached. See instructions		
14	Does the partnership have any foreign partners? If "Yes," enter the number of Forms 8805, Foreign Partner's Information Statement of Section 1446 Withholding Tax, filed for this partnership		X
15	Enter the number of Forms 8865, Return of U.S. Persons With Respect to Certain Foreign Partnerships, attached to this return		
16 a	Did you make any payments in 2021 that would require you to file Form(s) 1099? See instructions	X	
b	If "Yes," did you or will you file required Form(s) 1099?	X	
17	Enter the number of Forms 5471, Information Return of U.S. Persons With Respect To Certain Foreign Corporations, attached to this return		
19	Enter the number of partners that are foreign governments under section 892		
19	During the partnership's tax year, did the partnership make any payments that would require it to file Form 1042 and 1042-S under chapter 3 (sections 1441 through 1454) or chapter 4 (sections 1471 through 1474)?		X
20	Was the partnership a specified domestic entity required to file Form 993B for the tax year? See the Instructions for Form 993B...		X
21	Is the partnership a section 721(c) partnership, as defined in Regulations section 1.721(c)-1(b)(14)?		X
22	During the tax year, did the partnership pay or accrue any interest or royalty for which one or more partners are not allowed a deduction under section 267A? See instructions If "Yes," enter the total amount of the disallowed deductions \$		X
23	Did the partnership have an election under section 163(j) for any real property trade or business or any farming business in effect during the tax year? See instructions		X
24	Does the partnership satisfy one or more of the following? See instructions a The partnership owns a pass-through entity with current, or prior year carryover, excess business interest expense. b The partnership's aggregate average annual gross receipts (determined under section 448(c)) for the 3 tax years preceding the current tax year are more than \$26 million and the partnership has business interest. c The partnership is a tax shelter (see instructions) and the partnership has business interest expense. If "Yes" to any, complete and attach Form 8990.	X	
25	Is the partnership attaching Form 8996 to certify as a Qualified Opportunity Fund? If "Yes," enter the amount from Form 8996, line 15 \$		X
26	Enter the number of foreign partners subject to section 864(c)(8) as a result of transferring all or a portion of an interest in the partnership or of receiving a distribution from the partnership Complete Schedule K-3 (Form 1065), Part XIII, for each foreign partner subject to section 864(c)(8) on a transfer or distribution.		
27	At any time during the tax year, were there any transfers between the partnership and its partners subject to the disclosure requirements of Regulations section 1.707-8?		X
28	Since December 22, 2017, did a foreign corporation directly or indirectly acquire substantially all of the properties constituting a trade or business of your partnership, and was the ownership percentage (by vote or value) for purposes of section 7874 greater than 50% (for example, the partners held more than 50% of the stock of the foreign corporation)? If "Yes," list the ownership percentage by vote and by value. See instructions. Percentage: By Vote By Value		X
29	Is the partnership electing out of the centralized partnership audit regime under section 6221(b)? See instructions If "Yes," the partnership must complete Schedule B-2 (Form 1065). Enter the total from Schedule B-2, Part III, line 3 If "No," complete Designation of Partnership Representative below.		X

Designation of Partnership Representative (see instructions)
Enter below the information for the partnership representative (PR) for the tax year covered by this return.

Name of PR ► **WARREN MEYER**

U.S. address of PR ► 11811 N TATUM BLVD, #4095 PHOENIX, AZ 85028	U.S. phone number of PR ► 602-569-2333
If the PR is an entity, name of the designated individual for the PR ► WARREN MEYER	
U.S. address of designated individual ► 11811 N TATUM BLVD, #4095 PHOENIX, AZ 85028	U.S. phone number of designated individual ► 602-569-2333

Schedule K Partners' Distributions		Total amount
Income (Loss)	1 Ordinary business income (loss) (page 1, line 22)	1 377,744.
	2 Net rental real estate income (loss) (attach Form 8825)	2
	3a Other gross rental income (loss)	3a
	b Expenses from other rental activities (attach statement)	3b
	c Other net rental income (loss). Subtract line 3b from line 3a	3c
	4 Guaranteed payments: a Services 4a 301. b Capital 4b	4c 301.
	c Total. Add lines 4a and 4b	4c 301.
	5 Interest income SEE STATEMENT 5	5 878.
	6 Dividends and dividend equivalents: a Ordinary dividends	6a
	b Qualified dividends 6b	6b
	c Dividend equivalents 6c	6c
7 Royalties	7	
8 Net short-term capital gain (loss) (attach Schedule D (Form 1065))	8	
9a Net long-term capital gain (loss) (attach Schedule D (Form 1065))	9a	
b Collectibles (28%) gain (loss)	9b	
c Unrecaptured section 1250 gain (attach statement)	9c	
10 Net section 1231 gain (loss) (attach Form 4797)	10	
11 Other income (loss) (see instructions) Type ▶	11	
Deductions	12 Section 179 deduction (attach Form 4562)	12
	13a Contributions SEE STATEMENT 6	13a 63,307.
	b Investment interest expense	13b
	c Section 59(e)(2) expenditures: (1) Type ▶ (2) Amount ▶	13c(2)
d Other deductions (see instructions) Type ▶ SEE STATEMENT 7	13d 212,545.	
Self-Employment	14a Net earnings (loss) from self-employment	14a 0.
	b Gross farming or fishing income	14b
	c Gross nonfarm income	14c
Credits	15a Low-income housing credit (section 42(j)(5))	15a
	b Low-income housing credit (other)	15b
	c Qualified rehabilitation expenditures (rental real estate) (attach Form 3468, if applicable)	15c
	d Other rental real estate credits (see instructions) Type ▶	15d
	e Other rental credits (see instructions) Type ▶	15e
	f Other credits (see instructions) Type ▶	15f
International Transactions	16 Attach Schedule K-2 (Form 1065), Partners' Distributions-International, and check this box to indicate that you are reporting items of international tax relevance <input checked="" type="checkbox"/>	
Alternative Minimum Tax (AMT) Items	17a Post-1986 depreciation adjustment	17a 56,235.
	b Adjusted gain or loss	17b
	c Depletion (other than oil and gas)	17c
	d Oil, gas, and geothermal properties - gross income	17d
	e Oil, gas, and geothermal properties - deductions	17e
	f Other AMT items (attach statement)	17f
Other Information	18a Tax-exempt interest income	18a
	b Other tax-exempt income SEE STATEMENT 8	18b 2,065,477.
	c Nondeductible expenses SEE STATEMENT 9	18c 15,523.
	19a Distributions of cash and marketable securities	19a 160,000.
	b Distributions of other property	19b
	20a Investment income	20a 878.
	b Investment expenses	20b
	c Other items and amounts (attach statement) STMT 10	
21 Total foreign taxes paid or accrued	21	

Analysis of Net Income (Loss)

1 Net Income (loss). Combine Schedule K, lines 1 through 11. From the result, subtract the sum of Schedule K, lines 12 through 13d, and 21						1	103,071.
2 Analysis by partner type:	(i) Corporate	(ii) Individual (active)	(iii) Individual (passive)	(iv) Partnership	(v) Exempt Organization	(vi) Nominee/Other	
a General partners							
b Limited partners	253,342.			-150,271.			

Schedule L Balance Sheets per Books

	Beginning of tax year		End of tax year	
	(a)	(b)	(c)	(d)
Assets				
1 Cash		6,794,447.		5,820,463.
2a Trade notes and accounts receivable	131,342.		1,717,167.	
b Less allowance for bad debts		131,342.		1,717,167.
3 Inventories		322,685.		677,632.
4 U.S. government obligations				
5 Tax-exempt securities				
6 Other current assets (attach statement)	STATEMENT 11	942,701.		3,263,463.
7a Loans to partners (or persons related to partners)				
b Mortgage and real estate loans				
8 Other investments (attach statement)	STATEMENT 12	446.		446.
9a Buildings and other depreciable assets	14,156,409.		21,665,054.	
b Less accumulated depreciation	6,622,451.	7,533,958.	8,042,838.	13,622,216.
10a Depletable assets				
b Less accumulated depletion				
11 Land (net of any amortization)				
12a Intangible assets (amortizable only)	2,796,117.		30,481,429.	
b Less accumulated amortization	23,301.	2,772,816.	306,373.	30,175,056.
13 Other assets (attach statement)	STATEMENT 13	0.		19,209.
14 Total assets		18,498,395.		55,295,652.
Liabilities and Capital				
15 Accounts payable		362,696.		1,052,962.
16 Mortgages, notes, bonds payable in less than 1 year		1,167,979.		23,149,749.
17 Other current liabilities (attach statement)	STATEMENT 14	5,753,804.		19,743,052.
18 All nonrecourse loans				
19a Loans from partners (or persons related to partners)				
b Mortgages, notes, bonds payable in 1 year or more	STATEMENT 15	8,713,316.		5,463,086.
20 Other liabilities (attach statement)		2,500,600.		5,886,803.
21 Partners' capital accounts				
22 Total liabilities and capital		18,498,395.		55,295,652.

Schedule M-1 Reconciliation of Income (Loss) per Books With Income (Loss) per Return

Note: The partnership may be required to file Schedule M-3. See instructions.

1 Net income (loss) per books	2,546,203.	6 Income recorded on books this year not included on Schedule K, lines 1 through 11 (Itemize):	
2 Income included on Schedule K, lines 1, 2, 3c, 5, 6a, 7, 8, 9a, 10, and 11, not recorded on books this year (Itemize): STMT 17	2,621.	a Tax-exempt interest \$	
3 Guaranteed payments (other than health insurance)	301.	STMT 19	2,065,477.
4 Expenses recorded on books this year not included on Schedule K, lines 1 through 13d, and 21 (Itemize): STMT 18	742,780.	7 Deductions included on Schedule K, lines 1 through 13d, and 21, not charged against book income this year (Itemize):	
a Depreciation \$		a Depreciation \$	364,732.
b Travel and entertainment \$	742,780.	STMT 20	758,622.
5 Add lines 1 through 4	3,291,905.	8 Add lines 6 and 7	3,188,831.
		9 Income (loss) (Analysis of Net Income (Loss), line 1). Subtract line 8 from line 5	103,071.

Schedule M-2 Analysis of Partners' Capital Accounts

1 Balance at beginning of year	1,940,684.	6 Distributions: a Cash	160,000.
2 Capital contributed: a Cash	1,000,000.	b Property	
b Property		7 Other decreases (Itemize):	
3 Net income (loss) (see instructions)	103,071.	STMT 22	15,824.
4 Other increases (Itemize): STMT 21	2,065,477.	8 Add lines 6 and 7	175,824.
5 Add lines 1 through 4	5,109,232.	9 Balance at end of year. Subtract line 8 from line 6	4,933,408.


111042 11-29-21
21180901 759078 25487

2021.04021 RRM-CLM SERVICES, LLC

Form 1065 (2021)
25487__1

4.C. Recent Credit Report

The couple of payments marked as slow-pay were actually charges / bills that we've disputed.



RRM-CLM SERVICES, LLC DUNS: 12-908-0771

Business Information Report

Company Information		Financial Statement	
11611 N Talun Blvd Ste 4095 Phoenix, AZ 85028		Date:	04/29/2003
This is a single location location.		Sales:	NA
Website:	www.recreationmanagers.com	Net Worth:	NA
Telephone:	(602) 569-2333	History:	NA
Chief Executive:	DIRECTOR(S); THE OFFICER(S)	Financial Condition:	NA
Stock Symbol:	NA	Financing:	SECURED
Year Started:	1989	SIC:	7033
Employees:	100	Line of Business:	Trailer park/campsites


Corporate Family:
This business is a **single location** of the corporate family.

Scores

PAYDEX

77

days beyond terms



0 Best Deal 33 Good Deal 77 Fair 100

Based on up to 24 months of trade.
D&B PAYDEX Key

- High LSP of late payment (average 33 to 120 days beyond terms)
-
-

Credit Limit Recommendation

Risk Category	Conservative Credit Limit
Low	\$25k
	Aggressive Credit Limit
	\$45k



D&B Rating

Rating
1R3

Number of employees: 1R indicates 10 or more employees
Composite Credit Appraisal: 3 is fair

The credit rating was assigned based on D&B's assessment of the company's financial ratios and its cash flow. For more information, see the D&B Rating Key.

Below is an overview of the company's rating history since 03/28/2003

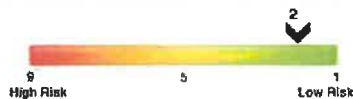
D&B Rating	Date Applied
1R3	2020-07-20
1R2	2017-11-28
1R3	2017-03-21
1R2	2017-02-09
1R3	2005-02-14
3A2	2003-04-29
-	2003-03-28

The Summary Analysis section reflects information in D&B's file as of April 7, 2022

D&B Viability Rating

2

Viability Score

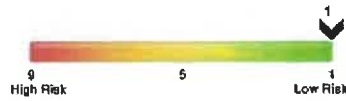


Compared to ALL US Businesses within the D&B Database:

- Level of Risk: **Low Risk**
- Businesses ranked 2 have a probability of becoming no longer viable: **2%**
- Percentage of businesses ranked 2: **4%**
- Across all US businesses, the average probability of becoming no longer viable: **14%**



Portfolio Comparison



Compared to ALL US Businesses within the D&B Database:

- Model Segment: **Established Trade Payments**
- Level of Risk: **Low Risk**
- Businesses ranked 1 within this model segment have a probability of becoming no longer viable: **2%**
- Percentage of businesses ranked 1 within this model segment: **11%**
- Within this model segment, the average probability of becoming no longer viable: **5%**



Data Depth Indicator



Data Depth Indicator:

Rich Firmographics
 Extensive Commercial Trading Activity
 Basic Financial Attributes



Company Profile

Financial Data	Trade Payments	Company Size	Years in Business
Not Available	Available (3+Trade)	Large	Established

Compared to ALL US Businesses within the D&B Database:

- Financial Data: **Not Available**
- Trade Payments: **Available: 3+Trade**
- Company Size: **Large: Employees:50+ or Sales: \$500K+**
- Years in Business: **Established: 5+**






History & Operations

History
<p>The following information was reported: 03/25/2022</p> <p>Officer(s): WARREN MEYER, PRES KATHERINE A GROVES, SEC-TREAS</p> <p>DIRECTOR(S): THE OFFICER(S)</p> <p>The Arizona Secretary of State's business registrations file showed that Recreation Resource Management, Inc. was registered as a Corporation on January 15, 2003. Business started 1988 by officers. Present control succeeded 2003. 50% of capital stock is owned by Warren Meyer. 50% of capital stock is owned by Katherine A. Groves. WARREN MEYER. 2003-present active here. 2001-2002 employed with Whitepages.com, Seattle, WA. 2000 employed with Mercata, Seattle, WA. 1999-2000 employed with Allied Signal/Honeywell, Phoenix, AZ. 1994-1999 employed with Emerson Electric, Saint Louis, MO and Boulder, CO. 1993-1994 employed with McKinsey & Co, Dallas, TX. KATHERINE A GROVES. 2003-present active here. 1997-2003 self-employed consultant, Arizona. 1993-1997 employed with Frito-Lay, Inc, Dallas, TX.</p>

Operations	
03/25/2022	
Description: Operates trailer parks or campsites, specializing in campgrounds (100%).	
All sales cash. Has 175 account(s). Sells to general public. Territory : United States.	
Season peaks spring-fall. Business slow winter.	
Employees: 100 which includes officer(s). Employees peak to 600 during spring-fall and drop to 100 during winter.	
Facilities: Rents 600 sq. ft. in on 2nd floor of a two story building.	
Location: Light commercial section on main street.	

SIC & NAICS	
SIC: Based on information in our file, D&B has assigned this company an extended 8-digit SIC. D&B's use of 8-digit SICs enables us to be more specific to a company's operations than if we use the standard 4-digit code. The 4-digit SIC numbers link to the description on the Occupational Safety & Health Administration (OSHA) Web site. Links open in a new browser window.	
7033 9901 Campgrounds	
NAICS: 721211 RV (Recreational Vehicle) Parks and Campgrounds	

Payments

PAYDEX®	
The D&B PAYDEX® is a unique, dollar weighted indicator of payment performance based on up to 48 payment experiences as reported to D&B by trade references.	
3 Month PAYDEX® 77 	24 Month PAYDEX® 77 
When weighted by dollar amount, payments to suppliers average 5 days beyond terms.	When weighted by dollar amount, payments to suppliers average 5 days beyond terms.
Based on payments collected over the last 3 months	Based on payments collected over the last 24 months
When dollar amounts are not considered, then approximately 90 of the company's payments are within terms.	
<ul style="list-style-type: none">  High risk of late payment (average 30 to 120 days beyond terms)  Medium risk of late payment (average 30 days or less beyond terms)  Low risk of late payment (average prompt to 30+ days sooner) 	

Payments Summary	
Total (Last 24 Months): 48	

	Title Received	Total Dollars Amount	Largest High Credit Payment Summary	Within Terms	Days Slow			
					31	30-90	91-90	90
Top Industries								
Telephone communics	10	\$4,750.00	\$1,000.00	90%	0	5	0	0
Misc business service	3	\$30,000.00	\$15,000.00	75%	25	0	0	0
Nondersified	3	\$4,500.00	\$2,500.00	100%	0	0	0	0
Short-tem busn credit	2	\$2,600.00	\$2,500.00	100%	0	0	0	0
Holding company	2	\$1,100.00	\$1,000.00	100%	0	0	0	0
Whol service paper	1	\$15,000.00	\$15,000.00	100%	0	0	0	0
Street/hwy builder	1	\$10,000.00	\$10,000.00	100%	0	0	0	0
Radiotelephone commun	1	\$5,000.00	\$5,000.00	100%	0	0	0	0
Federal savings bank	1	\$2,500.00	\$2,500.00	100%	0	0	0	0
Whol industrial suppl	1	\$1,000.00	\$1,000.00	100%	0	0	0	0
Whol petroleum prdts	1	\$500.00	\$500.00	100%	0	0	0	0
Mfg photograph equip	1	\$500.00	\$500.00	100%	0	0	0	0
Petroleum terminal	1	\$500.00	\$500.00	100%	0	0	0	0
Ret misc merchandise	1	\$250.00	\$250.00	50%	0	0	0	50
Misc communics svcs	1	\$250.00	\$250.00	100%	0	0	0	0
Natnl commercial bank	1	\$250.00	\$250.00	100%	0	0	0	0
Ret computer/software	1	\$100.00	\$100.00	100%	0	0	0	0
Other Categories								
Cash experiences	15	\$3,300	\$1,000	--	--	--	--	--
Unknown	1	\$250	\$250	--	--	--	--	--
Unfavorable comments	0	\$0	\$0	--	--	--	--	--
Placed for collectons with D&B	0	\$0	\$0	--	--	--	--	--
Other	0	N/A	\$0	--	--	--	--	--
Total in D&B's file	48	\$82,350	\$15,000	--	--	--	--	--

The highest Now Owes on file is \$7,500

The highest Past Due on file is \$250

There are 48 payment experience(s) in D&B's file for the most recent 24 months, with 38 experience(s) reported during the last three month period.

Payments Details

Total (Last 24 Months): 48

Date	Paying Record	High Credit	Now Owes	Past Due	Billing Terms	Uncollected (Mo)
03/2022	Ppt	\$10,000	\$500	\$0	--	1 mo
03/2022	Ppt	\$7,500	\$7,500	\$0	--	1 mo
03/2022	Ppt	\$7,500	\$7,500	\$0	--	1 mo
03/2022	(004)	\$50	--	--	Cash account	1 mo
02/2022	Ppt	\$15,000	\$750	\$0	--	1 mo

Date	Paying Record	High Credit	Now Owing	Paid Due	Setting Terms	Last sale w/ Mo
02/2022	Ppt	\$6,000	\$2,500	\$0	—	1 mo
02/2022	Ppt	\$2,500	\$0	\$0	—	1 mo
02/2022	Ppt	\$2,500	\$0	\$0	—	6-12 mos
02/2022	Ppt	\$2,500	\$2,500	\$0	—	1 mo
02/2022	Ppt	\$1,000	\$0	\$0	—	1 mo
02/2022	Ppt	\$1,000	\$0	\$0	—	6-12 mos
02/2022	Ppt	\$1,000	\$0	\$0	N30	6-12 mos
02/2022	Ppt	\$1,000	\$0	\$0	—	4-5 mos
02/2022	Ppt	\$1,000	\$0	\$0	—	6-12 mos
02/2022	Ppt	\$500	\$0	—	—	1 mo
02/2022	Ppt	\$500	\$250	\$0	—	1 mo
02/2022	Ppt	\$500	\$0	\$0	—	2-3 mos
02/2022	Ppt	\$500	\$0	\$0	—	1 mo
02/2022	Ppt	\$250	\$0	\$0	—	1 mo
02/2022	Ppt	\$250	\$250	\$0	—	1 mo
02/2022	Ppt	\$250	\$0	\$0	—	1 mo
02/2022	Ppt	\$250	\$250	\$0	—	1 mo
02/2022	Ppt	\$250	\$0	\$0	—	2-3 mos
02/2022	Ppt	\$100	\$0	\$0	N30	2-3 mos
02/2022	Ppt	\$100	\$100	\$0	—	1 mo
02/2022	Ppt	\$100	\$0	\$0	—	6-12 mos
02/2022	Ppt-Slow 30	\$15,000	\$5,000	\$0	—	1 mo
02/2022	Ppt-Slow 60	\$250	\$250	\$250	—	1 mo
02/2022	Ppt-Slow 60	\$250	\$250	\$250	—	1 mo
02/2022	Ppt-Slow 90	\$500	\$250	\$0	—	1 mo
02/2022	(031)	\$1,000	\$0	\$0	Cash account	6-12 mos
02/2022	(032)	\$500	\$0	\$0	Cash account	1 mo
02/2022	(033)	\$250	\$0	\$0	Cash account	6-12 mos
02/2022	(034)	\$250	\$0	\$0	—	2-3 mos
02/2022	(035)	\$250	\$0	\$0	Cash account	4-5 mos
02/2022	(036)	\$100	\$0	\$0	Cash account	6-12 mos
01/2022	Ppt	\$1,000	\$0	\$0	—	6-12 mos
01/2022	(038)	—	—	—	Cash account	1 mo
11/2021	(039)	\$100	—	—	Cash account	1 mo
10/2021	Ppt	\$500	\$100	\$0	—	—
04/2021	(041)	\$100	—	—	Cash account	1 mo
03/2021	(042)	\$500	—	—	Cash account	6-12 mos
11/2020	(043)	\$50	—	—	Cash account	2-3 mos
10/2020	(044)	\$250	—	—	Cash account	6-12 mos

Date	Paying Record	High Credit	Now Owes	Paid/Due	Settling Terms	Liq. with w/f (Mo.)
07/2020	(045)	\$50	--	--	Cash account	6-12 mos
05/2020	(046)	\$50	--	--	Cash account	1 mo
04/2020	Ppt-Slow 150	\$250	\$0	\$0 --		6-12 mos
04/2020	(045)	\$50	--	--	Cash account	1 mo

Payments Detail Key: ■ 30 or more days beyond terms

Accounts are sometimes placed for collection even though the existence or amount of the debt is disputed.

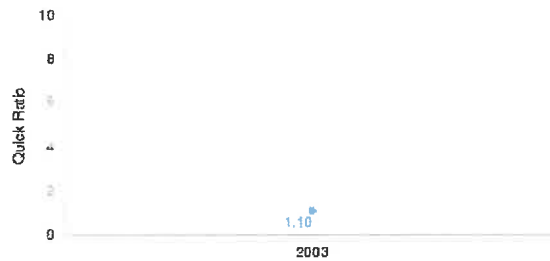
Payment experiences reflect how bills are met in relation to the terms granted. In some instances payment beyond terms can be the result of disputes over merchandise, skipped invoices etc.

Each experience shown is from a separate supplier. Updated trade experiences replace those previously reported.

Banking and Finance

Statement Update

Key Business Ratios from D&B



• [This Company](#)

Key Financial Comparisons

	2001(\$)	2002(\$)	2003(\$)
This Company's Operating Results Year Over Year			
NETSALES	NA	NA	NA
GROSSPROFIT	NA	NA	NA
NETPROFITAFTERTAX	NA	NA	NA
DIVIDENDS/MTDRAWALS	NA	NA	NA
WORKINGCAPITAL	NA	NA	32,971.00
This Company's Assets Year Over Year			
CASH	NA	NA	238,266.00
ACCOUNTSRECEIVABLE	NA	NA	26,382.00
NOTESRECEIVABLE	NA	NA	NA
INVENTORY	NA	NA	NA
OTHERCURRENTASSETS	NA	NA	NA
TOTALCURRENTASSETS	NA	NA	263,648.00
FIXEDASSETS	NA	NA	1,030,141.00
OTHERNON-CURRENTASSETS	NA	NA	1,349,000.00
TOTALASSETS	NA	NA	2,642,789.00
This Company's Liabilities Year Over Year			
ACCOUNTSPAYABLE	NA	NA	84,598.00
BANKLOAN	NA	NA	NA
NOTESPAYABLE	NA	NA	NA
OTHERCURRENTLIABILITIES	NA	NA	146,079.00
TOTALCURRENTLIABILITIES	NA	NA	230,677.00
OTHERLONGTERMLIABILITIES	NA	NA	200,000.00
DEFERREDCREDIT	NA	NA	NA
NETWORTH	NA	NA	2,212,112.00
TOTALOF LIABILITIESANDNETWORTH	NA	NA	2,642,789.00



We currently do not have any recent financial statements on file for your business. Submitting financial statements can help improve your D&B scores. To submit a financial statement, please call customer service at 800-333-0505.

Key Business Ratios
 INTERIM 2003-04-29
 (Industry Median is based on this number of firms: 11)

	This Company	Industry Median	Industry Quartile
Solvency			
Quick Ratio	1.1	0.5	2
Current Ratio	1.1	1.5	3
Current Liabilities to Net Worth	10.4	26.5	1
Current Liabilities to Inventory	NA	225.9	NA
Total Current	19.5	26.5	1
Fixed Assets to Net Worth	46.6	101.6	4
Efficiency			
Collection Period	NA	6.7	NA
Inventory Turn Over	NA	24.0	NA
Sales to NWC	NA	7.7	NA
Acct Pay to Sales	NA	NA	NA
Profitability			
Return on Sales	NA	4.2	NA
Return on Assets	NA	6.7	NA
Return on Net Worth	NA	10.5	NA

Public Filings

Summary		
The following data includes both open and closed filings found in D&B's database on this company.		
Record Type	# of Records	Most Recent Filing Date
Bankruptcy Proceedings	0	-
Judgments	0	-
Liens	0	-
Suits	0	-
UCCs	41	12/14/21
The following Public Filing data is for information purposes only and is not the official record. Certified copies can only be obtained from the official source.		

Judgments
We currently don't have enough data to display this section
Liens
We currently don't have enough data to display this section
Suits
We currently don't have enough data to display this section
UCC Filings

Collateral: All Inventory and proceeds - All Account(s) and proceeds - All General intangibles(s) and proceeds
Type: Original
Sec. Party: SILVER STATE BANK, HENDERSON, NV
Debtor: RECREATION RESOURCE MANAGEMENT, INC
Filing No.: 200513827611
Filed With: SECRETARY OF STATE UCC DIVISION, PHOENIX, AZ
Date Filed: 09/12/05
Latest Info Received: 11/11/05

Type: Assignment
Assignee: CELTIC BANK CORPORATION, SALT LAKE CITY UT
Debtor: RECREATION RESOURCE MANAGEMENT, INC.
Filing No.: 200513827611
Filed With: SECRETARY OF STATE UCC DIVISION, PHOENIX, AZ
Date Filed: 02/13/10
Latest Info Received: 07/02/10
Original Filing No.: 200513827611
Original UCC Filed Date: 09/12/05

Type: Continuation
Sec. Party: CELTIC BANK CORPORATION, SALT LAKE CITY, UT
Debtor: RECREATION RESOURCE MANAGEMENT, INC.
Filing No.: 200513827611
Filed With: SECRETARY OF STATE UCC DIVISION, PHOENIX, AZ
Date Filed: 03/30/10
Latest Info Received: 03/04/11
Original Filing No.: 200513827611
Original UCC Filed Date: 09/12/05

Type: Continuation
Sec. Party: CELTIC BANK CORPORATION, SALT LAKE CITY, UT
Debtor: RECREATION RESOURCE MANAGEMENT, INC.
Filing No.: 200513827611
Filed With: SECRETARY OF STATE UCC DIVISION, PHOENIX, AZ
Date Filed: 03/26/15
Latest Info Received: 04/07/15
Original Filing No.: 200513827611
Original UCC Filed Date: 09/12/05

Collateral: Inventory including proceeds and products - Assets including proceeds and products - Account(s) including proceeds and products - Chattel paper including proceeds and products - and OTHERS
Type: Original
Sec. Party: THE CENTRAL VALLEY FUND III (SBIC), LP, DAVIS, CA
Debtor: RRM-CLM SERVICES, LLC
Filing No.: 2021 0202209
Filed With: SECRETARY OF STATE UCC DIVISION, DOVER, DE
Date Filed: 12/14/21
Latest Info Received: 02/18/22

Collateral: All Account(s) and proceeds - All General intangibles(s) and proceeds -
All Equipment and proceeds
Type: Original
Sec. Party: SILVER STATE BANK, HENDERSON, NV
Debtor: RECREATION RESOURCE MANAGEMENT, INC
Filing No.: 200513827597
Filed With: SECRETARY OF STATE UCC DIVISION, PHOENIX, AZ
Date Filed: 09/12/05
Latest Info Received: 11/11/05

Type: Assignment
Assignee: CELTIC BANK CORPORATION, SALT LAKE CITY, UT
Debtor: RECREATION RESOURCE MANAGEMENT, INC
Filing No.: 200513827597
Filed With: SECRETARY OF STATE UCC DIVISION, PHOENIX, AZ
Date Filed: 02/18/10
Latest Info Received: 05/11/15
Original Filing No.: 200513827597
Original UCC Filed Date: 09/12/05

Type: Continuation
Sec. Party: CELTIC BANK CORPORATION, SALT LAKE CITY, UT
Debtor: RECREATION RESOURCE MANAGEMENT, INC
Filing No.: 200513827597
Filed With: SECRETARY OF STATE UCC DIVISION, PHOENIX, AZ
Date Filed: 03/30/10
Latest Info Received: 05/11/15
Original Filing No.: 200513827597
Original UCC Filed Date: 09/12/05

Type: Continuation
Sec. Party: CELTIC BANK CORPORATION, SALT LAKE CITY, UT
Debtor: RECREATION RESOURCE MANAGEMENT, INC
Filing No.: 200513827597
Filed With: SECRETARY OF STATE UCC DIVISION, PHOENIX, AZ
Date Filed: 03/26/15
Latest Info Received: 04/07/15
Original Filing No.: 200513827597
Original UCC Filed Date: 09/12/05

Collateral: Account(s) and proceeds - Chattel paper and proceeds - Contract rights
and proceeds - General intangibles(s) and proceeds - Equipment and
proceeds
Type: Original
Sec. Party: DEERE & COMPANY, JOHNSTON, IA
Debtor: RECREATION RESOURCE MANAGEMENT, INC and OTHERS
Filing No.: 201800505175
Filed With: SECRETARY OF STATE UCC DIVISION, PHOENIX, AZ
Date Filed: 12/21/18
Latest Info Received: 02/19/19

Collateral: Account(s) and proceeds - Computer equipment and proceeds - General intangibles(s) and proceeds - Chattel paper and proceeds - Equipment and proceeds
Type: Original
Sec. Party: BANC OF AMERICA LEASING & CAPITAL, LLC, TROY, MI
Debtor: RECREATION RESOURCE MANAGEMENT, INC
Filing No.: 200714771154
Filed With: SECRETARY OF STATE UCC DIVISION, PHOENIX, AZ
Date Filed: 04/26/07
Latest Info Received: 05/10/07

Collateral: Vehicles and proceeds
Type: Original
Sec. Party: FIRST FOUNDATION BANK, IRVINE, CA
Debtor: RECREATION RESOURCE MANAGEMENT, INC
Filing No.: 202000320238
Filed With: SECRETARY OF STATE UCC DIVISION, PHOENIX, AZ
Date Filed: 06/03/20
Latest Info Received: 07/14/20

Collateral: Equipment and proceeds
Type: Original
Sec. Party: FIRST FOUNDATION BANK, IRVINE, CA
Debtor: RECREATION RESOURCE MANAGEMENT, INC
Filing No.: 202000320096
Filed With: SECRETARY OF STATE UCC DIVISION, PHOENIX, AZ
Date Filed: 06/03/20
Latest Info Received: 07/14/20

Collateral: Equipment and proceeds
Type: Original
Sec. Party: FIRST FOUNDATION BANK, IRVINE, CA
Debtor: RECREATION RESOURCE MANAGEMENT, INC
Filing No.: 202000233540
Filed With: SECRETARY OF STATE UCC DIVISION, PHOENIX, AZ
Date Filed: 05/06/20
Latest Info Received: 06/09/20

Collateral: Vehicles and proceeds - Equipment and proceeds - PORTABLE CABINS and proceeds
Type: Original
Sec. Party: FIRST FOUNDATION BANK, IRVINE, CA
Debtor: RECREATION RESOURCE MANAGEMENT, INC
Filing No.: 20190006656
Filed With: SECRETARY OF STATE UCC DIVISION, PHOENIX, AZ
Date Filed: 02/11/19
Latest Info Received: 03/29/19

Collateral: Vehicles and proceeds - Equipment and proceeds
Type: Original
Sec. Party: FIRST FOUNDATION BANK, IRVINE, CA
Debtor: RECREATION RESOURCE MANAGEMENT, INC

Filing No.: 201800498155
Filed With: SECRETARY OF STATE UCC DIVISION, PHOENIX, AZ
Date Filed: 12/18/18
Latest Info Received: 02/19/19

The public record items contained herein may have been paid, terminated, vacated or released prior to today's date.

Government Activity

Summary

Borrower (Dir/Guar): NO
Administrative Debt: NO
Contractor: YES
Grantee: NO
Party excluded from federal program(s): NO
Possible Candidate: NO
Labor Surplus Area: N/A
Small Business: YES (2022)
8(A) Firm: N/A

The public record items contained herein may have been paid, terminated, vacated, or released prior to today's date

The public record items contained herein may have been paid, terminated, vacated or released prior to today's date.

Special Events

N/A

Corporate Linkage

Parent

Company Name	DUNS#	City, State
RRM-CLM SERVICES LLC	12-908-0771	PHOENIX, ARIZONA

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5. CERTIFICATES OF GOOD STANDING

Below is a certificate of good standing for RRM-CLM Services in Delaware, its state of organization.

Delaware

The First State

Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE, DO HEREBY CERTIFY THE ATTACHED IS A TRUE AND CORRECT COPY OF THE CERTIFICATE OF CONVERSION OF AN ARIZONA CORPORATION UNDER THE NAME OF "RECREATION RESOURCE MANAGEMENT, INC." TO A DELAWARE LIMITED LIABILITY COMPANY, CHANGING ITS NAME FROM "RECREATION RESOURCE MANAGEMENT, INC." TO "RRM-CLM SERVICES, LLC", FILED IN THIS OFFICE ON THE EIGHTH DAY OF OCTOBER, A.D. 2020, AT 11:25 O`CLOCK A.M.



3840437 8100F
SR# 20207717878

You may verify this certificate online at corp.delaware.gov/authver.shtml

Handwritten signature of Jeffrey W. Bullock in black ink, written over a horizontal line.

Jeffrey W. Bullock, Secretary of State

Authentication: 203822325
Date: 10-08-20


State of Delaware
Secretary of State
Division of Corporations
Delivered 11:25 AM 10/08/2020
FILED 11:25 AM 10/08/2020
SR 20207717878 - FileNumber 3840437

STATE OF DELAWARE
CERTIFICATE OF CONVERSION OF
RECREATION RESOURCE MANAGEMENT, INC
FROM AN ARIZONA CORPORATION
TO A DELAWARE LIMITED LIABILITY COMPANY

The Corporation organized and existing under and by virtue of the laws of the State of Arizona does hereby certify:

1. The jurisdiction where the Non-Delaware Corporation first formed is Arizona.
2. The jurisdiction immediately prior to filing this Certificate is Arizona.
3. The date the Non-Delaware Corporation first formed is January 15, 2003.
4. The name of the Non-Delaware Corporation immediately prior to filing this Certificate is Recreation Resource Management, Inc.
4. The conversion has been approved in accordance with the provisions of Section 18-214 of the Limited Liability Act of the State of Delaware.
5. The name of the Limited Liability Company as set forth in the Certificate of Formation is RRM-CLM Services, LLC.

IN WITNESS WHEREOF, the undersigned has executed this Certificate of Conversion on this 07 day of October, 2020.

By 
Name: Warren Meyer, Authorized Person
Title: President

4837-2714-0519.1

Delaware

The First State

Page 1

I, JEFFREY W. BULLOCK, SECRETARY OF STATE OF THE STATE OF DELAWARE DO HEREBY CERTIFY THAT THE ATTACHED IS A TRUE AND CORRECT COPY OF THE CERTIFICATE OF FORMATION OF "RRM-CLM SERVICES, LLC" FILED IN THIS OFFICE ON THE EIGHTH DAY OF OCTOBER, A.D. 2020, AT 11:25 O'CLOCK A.M.



3840437 8100F
SR# 20207717878

You may verify this certificate online at corp.delaware.gov/authver.shtml

Handwritten signature of Jeffrey W. Bullock, Secretary of State, written in black ink over a horizontal line.

Jeffrey W. Bullock, Secretary of State

Authentication: 203822326
Date: 10-08-20

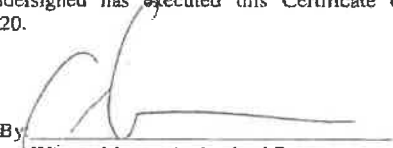
State of Delaware
Secretary of State
Division of Corporations
Delivered 11:25 AM 10/08/2020
FILED 11:25 AM 10/08/2020
SR 2020717878 - FBeNumber 3840437

STATE OF DELAWARE
CERTIFICATE OF FORMATION
OF
RRM-CLM SERVICES, LLC

The undersigned authorized person, desiring to form a limited liability company pursuant to the Limited Liability Company Act of the State of Delaware, hereby certifies as follows:

1. The name of the limited liability company is RRM-CLM Services, LLC.
2. The Registered Office of the limited liability company in the State of Delaware is located at 2140 S. DuPont Highway, in the City of Camden, County of Kent, Zip Code 19934. The name of its Registered Agent at such address upon whom process against this limited liability company may be served is Paracorp Incorporated.

IN WITNESS WHEREOF, the undersigned has executed this Certificate of Formation as of this 07 day of October, 2020.

By 
Warren Meyer, Authorized Person

4838-0709-4+59.2

6. PROOF OF INSURANCE

This is just an example of our typical limits.

ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY)		
				5/27/2022		
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p> <p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If ENDORSEMENT IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>						
PRODUCER InterWest Insurance Serv., LLC License #0801094 310 Hemet Rd., Suite 200 Redding CA 96002-0935		CONTACT PERSON Sheri Huertas PHONE: 831-636-2248 FAX: 831-639-6916 E-MAIL: shuertas@iwns.com		INSURER(S) AFFORDING COVERAGE INSURER A: National Casualty Company INSURER B: HDI Global Specialty SE INSURER C: INSURER D: INSURER E: INSURER F:		
INSURED Recreation Resource Management, Inc. RRM-CLM Services, LLC; dba: Vista Recreation 11811 N. Tetum Blvd. #4885 Phoenix AZ 85028		License: 0801094 RECRE-1		NAIC # 11991		
COVERAGES		CERTIFICATE NUMBER: 1400088901		REVISION NUMBER:		
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.						
LINE	TYPE OF INSURANCE	ADDITIONAL	POLICY NUMBER	POLICY EFF. DATE (MM/DD/YYYY)	POLICY EXP. DATE (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR (IDENT. AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO. <input type="checkbox"/> LOC.) OTHER:	Y	KR00000020832300	5/27/2022	5/27/2023	EACH OCCURRENCE \$ 1,000,000 MEDICAL EXPENSE \$ 300,000 MED EXP (Any one person) Excluded PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMPROP ADD \$ 3,000,000 Hours \$ 1,000,000
A	<input checked="" type="checkbox"/> AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input checked="" type="checkbox"/> SCHEDULED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY		KR00000020832100	5/27/2022	5/27/2023	COMBINED SINGLE LIMIT \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per person) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> EXCESS LIAB (NET SET-OFF)	Y	XK00000020832500 15R1444	5/27/2022 5/27/2022	5/27/2023 5/27/2023	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
A	WORKERS COMPENSATION AND EMPLOYER LIABILITY ANY PROPRIETOR PARTNER/EXECUTIVE OFFICER/EMPLOYEE (Schedule B (a)) Y (Per. Insurable) YES DESCRIPTION OF OPERATIONS below	Y / B N / A	WCC31794	5/27/2022	5/27/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	Pollution & Intentional Legal Liability		KR00000020832100	5/27/2022	5/27/2023	P&I/Watercraft Liab. Included \$1,000,000 Legal Liability Liab.
DESCRIPTION OF OPERATIONS - LOCATIONS - VEHICLES (ACORD 101 Additional Records to be submitted may be attached if more space is required) State of Michigan its departments, divisions, agencies, offices, commissions, officers, employees, and agents are named as additional insured						
CERTIFICATE HOLDER Michigan Department of Natural Resources Attn: Lori Ruff, Concession and Lease Manager Constitution Hall 525 West Allegan Street PO Box 30028 Lansing MI 48909			CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE Sheri Huertas			
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ACORD 25 (2016/03)

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PROOF OF INSURANCE

This is just an example of our typical limits.

ACORD		CERTIFICATE OF LIABILITY INSURANCE		DATE (MM/DD/YYYY) 5/27/2022		
<p>THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.</p>						
<p>IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).</p>						
<p>PRODUCER InterWest Insurance Serv. LLC License #0601094 310 Herndon Dr., Suite 200 Redding CA 96002-0935</p>		<p>CONTACT NAME: Shari Huerfas PHONE: 831-635-2248 FAX: 831-538-0816 E-MAIL: shuerfas@iwins.com ADDRESS:</p>		<p>INSURER(S) AFFORDING COVERAGE</p>		
<p>INSURED Recreation Resource Management, Inc. RRM-CLM Services, LLC; dba: Vista Recreation 11815 N. Tatum Blvd. #4095 Phoenix AZ 85028</p>		<p>License# 0601094</p>		<p>INSURER A: National Casualty Company INSURER B: HDI Global Specialty SE INSURER C: INSURER D: INSURER E: INSURER F:</p>		
COVERAGES		CERTIFICATE NUMBER: 14000688D1		REVISION NUMBER:		
<p>THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.</p>						
LINE	TYPE OF INSURANCE	CLASS CODE	POLICY NUMBER	POLICY EFF. DATE (MM/DD/YYYY)	POLICY EXPI. DATE (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> OTHER OVERL APPLICABLE LIMIT APPLIES PERC <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-TEST <input type="checkbox"/> LOC	Y	0000000026632300	5/27/2022	5/27/2023	EACH OCCURRENCE DAMAGE TO RENTED PREMISES \$3,000,000 MED EXP (they are person) \$ Excluded PERSONAL & AUTO INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 3,000,000 PRODUCTS - COMP/OP AGG \$ 3,000,000 LIQUID \$ 1,000,000 CUMULATED SINGLE LIMIT \$ 1,000,000 BODILY INJURY (PER PERSON) \$ BODILY INJURY (PER ACCIDENT) \$ PROPERTY DAMAGE (PER ACCIDENT) \$ \$
A	<input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED <input type="checkbox"/> AUTOS ONLY <input checked="" type="checkbox"/> HIRED <input type="checkbox"/> AUTOS ONLY <input type="checkbox"/> SCHEDULED <input checked="" type="checkbox"/> AUTOS <input type="checkbox"/> NON-OWNED <input type="checkbox"/> AUTOS ONLY		0000000026632100	5/27/2022	5/27/2023	BODILY INJURY (PER PERSON) \$ BODILY INJURY (PER ACCIDENT) \$ PROPERTY DAMAGE (PER ACCIDENT) \$ \$
A	<input checked="" type="checkbox"/> UMBRELLA LIME <input checked="" type="checkbox"/> EXCESS LIME <input type="checkbox"/> RETENTION \$	X	0000000029632500 18HX1444	5/27/2022 5/27/2022	5/27/2023 5/27/2023	EACH OCCURRENCE \$ 10,000,000 AGGREGATE \$ 10,000,000 \$
A	<input checked="" type="checkbox"/> WORKERS COMPENSATION <input type="checkbox"/> AND EMPLOYERS' LIABILITY <input type="checkbox"/> ANY EMPLOYER(S) PARTIAL/REGULATIVE <input type="checkbox"/> OFFICER/MEMBER EXCLUDED <input type="checkbox"/> (Mandatory in MI) <input type="checkbox"/> If yes, describe each <input type="checkbox"/> DESCRIPTION OF OPERATIONS below	Y/N Y	WCC331704	5/27/2022	5/27/2023	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> E.L. EACH ACCIDENT \$ 1,000,000 <input type="checkbox"/> E.L. CREW/EA EMPLOYER \$ 1,000,000 <input type="checkbox"/> E.L. DISEASE - POLICY LIMIT \$ 1,000,000
A	<input checked="" type="checkbox"/> Protection & indemnity <input type="checkbox"/> Legal Liability		0000000026632300	5/27/2022	5/27/2023	Professional Lib. Legal Liability Limit Included \$1,000,000
<p>DESCRIPTIONS OF OPERATIONS (LOADINGS) / VEHICLES (ACORD 101, Additional Remarks to be added, may be attached if more space is required) State of Michigan its departments, divisions, agencies, offices, commissions, officers, employees, and agents are named as additional insured</p>						
CERTIFICATE HOLDER			CANCELLATION			
Michigan Department of Natural Resources Attn: Lori Ruff, Concession and Lease Manager Constitution Hall 525 West Allegan Street PO Box 30028 Lansing MI 48999			SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE <i>Shari Huerfas</i>			

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**ADDITIONAL INSURED – DESIGNATED
PERSON OR ORGANIZATION**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

<p>Name Of Additional Insured Person(s) Or Organization(s):</p> <p>SPONSORS; CO-PROMOTERS; MANAGERS OR LESSORS OF PREMISES; MORTGAGEES, ASSIGNEES OR RECEIVERS; INTERESTS FROM WHOM LAND HAS BEEN LEASED. WITH RESPECT TO AN ADDITIONAL INSURED OWNER AND/OR LESSOR OF PREMISES, THIS INSURANCE DOES NOT APPLY TO STRUCTURAL ALTERATIONS, NEW CONSTRUCTION OR DEMOLITION OPERATIONS PERFORMED BY OR FOR THAT PERSON(S) OR ORGANIZATION(S); ANY DESIGN DEFECT OR STRUCTURAL MAINTENANCE OF HTE PREMISES; OR ANY PREMISES DEFECT.</p> <p>Information required to complete this Schedule, if not shown above, will be shown in the Declarations.</p>

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf.

1. In the performance of your ongoing operations; or
2. In connection with your premises owned by or rented to you.

However:

1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. With respect to the insurance afforded to these additional insureds, the following is added to Section III – Limits Of Insurance:

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

1. Required by the contract or agreement; or
2. Available under the applicable Limits of Insurance shown in the Declarations;

whichever is less

This endorsement shall not increase the applicable Limits of Insurance shown in the Declarations.

THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.

**ADDITIONAL INSURED – DESIGNATED
PERSON OR ORGANIZATION**

This endorsement modifies insurance provided under the following:

COMMERCIAL GENERAL LIABILITY COVERAGE PART

SCHEDULE

Name Of Additional Insured Person(s) Or Organization(s):

SPONSORS; CO-PROMOTERS; MANAGERS OR LESSORS OF PREMISES; MORTGAGEES, ASSIGNEES OR RECEIVERS; INTERESTS FROM WHOM LAND HAS BEEN LEASED. WITH RESPECT TO AN ADDITIONAL INSURED OWNER AND/OR LESSOR OF PREMISES, THIS INSURANCE DOES NOT APPLY TO STRUCTURAL ALTERATIONS, NEW CONSTRUCTION OR DEMOLITION OPERATIONS PERFORMED BY OR FOR THAT PERSON(S) OR ORGANIZATION(S); ANY DESIGN DEFECT OR STRUCTURAL MAINTENANCE OF HTE PREMISES; OR ANY PREMISES DEFECT.

Information required to complete this Schedule, if not shown above, will be shown in the Declarations.

A. Section II – Who Is An Insured is amended to include as an additional insured the person(s) or organization(s) shown in the Schedule, but only with respect to liability for "bodily injury", "property damage" or "personal and advertising injury" caused, in whole or in part, by your acts or omissions or the acts or omissions of those acting on your behalf:

- 1. In the performance of your ongoing operations; or
- 2. In connection with your premises owned by or rented to you.

However:

- 1. The insurance afforded to such additional insured only applies to the extent permitted by law; and
- 2. If coverage provided to the additional insured is required by a contract or agreement, the insurance afforded to such additional insured will not be broader than that which you are required by the contract or agreement to provide for such additional insured.

B. With respect to the insurance afforded to these additional insureds, the following is added to Section III – Limits Of Insurance:

If coverage provided to the additional insured is required by a contract or agreement, the most we will pay on behalf of the additional insured is the amount of insurance:

- 1. Required by the contract or agreement; or
 - 2. Available under the applicable Limits of Insurance shown in the Declarations;
- whichever is less

This endorsement shall not increase the applicable Limits of Insurance shown in the Declarations.

7. RECENT FAD'S

The USFS conducted FAD's in 2022 on Vista Recreation on one or more of the following occasions:

- Application to reissue Uinta-Wasatch-Cache Permit to Vista Recreation
- Successful bid for the Shasta-Trinity campground concession
- Successful bid for the Hiawatha NF campground concession
- Successful bid for the Daniel Boone NF

We will also point out that we and our predecessor companies have been high-quality concessionaires in the Lake Tahoe Basin Management Unit for over 30 years with absolutely no hint in all those years of any financial difficulties.

8. USFS FINANCIAL FORM 6500-25

See attached. We have over 50 bank accounts including several operating accounts with over \$1 million balances. If reviewers need to see more assets, we can provide these.

**US DEPARTMENT OF AGRICULTURE, FOREST SERVICE
REQUEST FOR VERIFICATION**
(Reference FSH 6509.18)

FS-6500-26 (5/96)
OMB No. 0596-0012
Expires 05/31/99

Instructions: Applicant Complete items 1 thru 5. Forward directly to bank or lending institution.
Lender - Please complete Items 6 thru 15. Return directly to:
**Resource Audit Branch, CFO Office, Albuquerque Service Center, ForestService,
101 B Sun Ave., NE, Albuquerque, NM 87109**

PART I - REQUEST

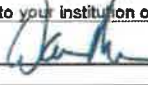
1. TO: Name and Address of Bank or other Lending institutions
Bank of America attn: Jason Last
14636 N. Scottsdale Rd, Suite 250 Scottsdale,
AZ 85254 602.245.5323

2. FROM: (Name and Address of Applicant)
RRM-CLM Services
11811 N. Tatum Blvd #4095
Phoenix, AZ 85028

3. STATEMENT OF APPLICANT

TYPE OF ACCOUNT	ACCOUNT NUMBER	CURRENT BALANCE
CHECKING ACCOUNT	004653950309	3,856,427
SAVINGS ACCOUNT		
OTHER		

I have applied for a timber sale contract or concessionaire permit (please cross one out) with the National Forest and state that my balance with the bank or lending institution named in Item 1 are as shown in Item 3. My signature below authorizes verification of the information. Your response is solely a matter of courtesy for which no responsibility is attached to your institution or any of your officers.

4. Signature of Applicant  5. Date
1 / 31 / 2023

PART II - VERIFICATION

6. Does applicant have any outstanding loans?
 Yes No If yes, fill item 7.

10. Is the account less than 2 months old?
 Yes No If Yes, fill in item 11.

TYPES OF LOANS	MONTHLY PYMT.	PRESENT BALANCE	11. Date account was opened:
Secured			
Unsecured			

8. Is applicant's statement in Item 3 correct?
 Yes No If no, fill item 9.

12. Payment Experience:
 Favorable Unfavorable
If unfavorable, please explain in remarks.

9. CURRENT BALANCES

CHECKING	SAVINGS

13. REMARKS:

THE INFORMATION ON THIS FORM IS CONFIDENTIAL. IT IS TO BE TRANSMITTED DIRECTLY, WITHOUT PASSING THROUGH THE HANDS OF THE APPLICANT OR ANY OTHER PARTY.

14. Signature of bank or lending official. 15. Date
/ /

Public reporting burden for this collection of information is estimated to average 30 minutes per response, including the time for reviewing instructions, searching data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Department of Agriculture, Clearance officer, OIRM, AG Box 7630, Washington, D.C. 20250; and to the Office of Management and Budget, Paperwork reduction Project (OMB# 0596-0012), Washington, D.C. 20503.

References
for
Maurice's Campground
Town of Wellfleet



Excellence in the Operation of Public Recreation

Submitted by Vista Recreation
A division of RRM-CLM Services, LLC

Financial Office:

11811 N. Tatum Blvd., Suite 4095
Phoenix, AZ 85028
(602) 569-2333
(602) 569-6225 fax

Operations Office:

11811 N. Tatum Blvd., Suite 4095
Phoenix, AZ 85028
(602) 569-2333



Maurice's Campground Price Proposal

Town of Wellfleet, Massachusetts

Prepared February 2023

Submitted By:

BA Services, Inc.

263 State Street Suite 1, Bangor, Maine 04401 | BAServes.com

Andrew J. Dalton, Contract Manager, 207-478-5029

Andrew@BAServes.com

DUNS Number: 081178120

Cage Code: 83WK3



EXHIBIT A

Lease Payment Form

The proposer agrees to pay the Town of Wellfleet annual lease payments in the following amounts. Payments will be in accordance with Section VI-C of this RFP.

	<u>Annual Lease Payment</u>
1 st Year	<u>\$ 225,000.00</u>
2 nd Year	<u>\$ 245,000.00</u>
3 rd Year	<u>\$ 250,000.00</u>
TOTAL	<u>\$ 720,000.00</u>
First Year Renewal Option	<u>\$ 260,000.00</u>
Second Year Renewal Option	<u>\$ 270,000.00</u>
Third Year Renewal Option	<u>\$ 275,000.00</u>

The Selectboard reserves the option as Awarding Authority to renew the Lease Agreement for up to one (1) additional three (3) year term, and may initiate the process at least ninety (90) days prior to the expiration of the Lease Agreement. Proposer should provide Annual Lease Payments for the renewal term with the original proposal, in space provided above. The Selectboard reserves the right to negotiate the renewal price, should it be deemed to be in the best interest of the Town at the time of renewal.

The renewal option has been properly advertised as a reference on the Legal Advertisement for disposition through lease of Town owned real property in accordance with the provisions of M.G.L., Chapter 30B, Section 16.

This Proposal must bear the written signature of the PROPOSER or an authorized agent of the PROPOSER bidding on this lease. If the PROPOSER is a corporation or by an officer and the title of such officer must be stated on the Corporate Resolution letter (Exhibit F).

Proposer's Signature: 

Date Signed 2-6-23



Monday, February 6, 2023

William "Tommy" Bennett, AVP
Community Banking Relationship Manager
Bar Harbor Bank & Trust
201 Main Street
Bangor, Maine 04401

RE: Maurice's Campground Lease

Tom,

This letter acts as permission for the Town of Wellfleet, Massachusetts to contact you to request financial information they need to award a lease contract to operate Maurice's Campground. Please furnish them with the information that they require.

Thank you for your assistance, always a pleasure doing business with you at Bar Harbor Banking & Trust.

Sincerely,

A handwritten signature in blue ink that reads "Dallas L. McCue". The signature is written in a cursive, flowing style.

Dallas L. McCue
Vice-President & Owner
BA Services, Inc.



Monday, February 6, 2023

M & T Bank
3302 East Main Road
Portsmouth, New Hampshire 02871

RE: Maurice's Campground Lease

To whom this may concern,

This letter acts as permission for the Town of Wellfleet, Massachusetts to contact you to request financial information they need to award a lease contract to operate Maurice's Campground. Please furnish them with the information that they require for checking account number 6500209825.

Thank you for your assistance, always a pleasure doing business with you at M & T Bank.

Sincerely,

A handwritten signature in blue ink, appearing to read "Dallas L. McCue", is written over the typed name.

Dallas L. McCue
Vice-President & Owner
BA Services, Inc.



Monday, February 6, 2023

Sullivan Bank
PO Box 489
Sullivan, Missouri 63080

RE: Maurice's Campground Lease

To whom this may concern,

This letter acts as permission for the Town of Wellfleet, Massachusetts to contact you to request financial information they need to award a lease contract to operate Maurice's Campground. Please furnish them with the information that they require for checking account number 1043443744.

Thank you for your assistance, always a pleasure doing business with you at Sullivan Bank.

Sincerely,

A handwritten signature in blue ink that reads "Dallas L. McCue". The signature is fluid and cursive, written in a professional style.

Dallas L. McCue
Vice-President & Owner
BA Services, Inc.



Monday, February 6, 2023

Synovus Bank
3200 Highway 78E
Jasper, Alabama 35501

RE: Maurice's Campground Lease

To whom this may concern,

This letter acts as permission for the Town of Wellfleet, Massachusetts to contact you to request financial information they need to award a lease contract to operate Maurice's Campground. Please furnish them with the information that they require for checking account number 101-152-182-8.

Thank you for your assistance, always a pleasure doing business with you at Synovus Bank.

Sincerely,

A handwritten signature in blue ink that reads "Dallas L. McCue". The signature is fluid and cursive, written in a professional style.

Dallas L. McCue
Vice-President & Owner
BA Services, Inc.



BASERVI-01

CCROOKER

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 2/8/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement.

PRODUCER: Varney Agency, Inc. 32 Oak St Bangor, ME 04401
INSURED: B.A. Services, Inc. Po Box 129 Brewer, ME 04412
CONTACT NAME: INSURER(S) AFFORDING COVERAGE: Liberty Mutual Insurance Co. NAIC #: 23515

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES.

Table with columns: INSR LTR, TYPE OF INSURANCE, ADDL SUBR INSD, POLICY NUMBER, POLICY EFF, POLICY EXP, LIMITS. Rows include Commercial General Liability, Automobile Liability, Umbrella Liab, and Workers Compensation.

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

CERTIFICATE HOLDER: Town of Wellfleet Maurice's Campground 300 Main Street Wellfleet, MA 02667
CANCELLATION: SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

BA Services has a long history of being responsible for renovating, repairing & maintaining properties in safe and sanitary conditions. This our specialty and what sets our company apart from our competitors. Safety & hygienic requirements are essential to the growth of our business portfolio.

Sincerely,



Eric G. McCue
President & Owner
BA Services, Inc.



Facilities & Maintenance Operations Software



Facility Condition Assessment

Tracking the performance of your buildings, assets, and equipment is the key to keeping your facilities and operations running smoothly. Not only should you know how your assets are performing, you should track where they're located, when they were installed, when they were serviced and what for, the next anticipated maintenance date, energy usage, run time, and projected lifespan. That's a substantial amount of information to track, but a facility condition assessment (FCA) can gather all of this information and more, putting your school or business on a path for success moving forward.

Learn more about what a facility condition assessment contains, why it is beneficial, and how to use it.

What is a facility condition assessment?

A facility condition assessment analyzes the data from asset and resource reports, along with other findings, to determine the physical condition and functional performance of buildings, assets, and equipment. These findings can inform investment and maintenance decisions, such as capital improvements, sustainability efforts, renovations, and handicap provisions. The bottom line is the more you know, the better you can plan.

What's included in an FCA?

A complete facility condition assessment includes the following:

- Assessment of function, cost, and performance of all physical assets and facilities
 - Including roofing, electrical, HVAC, plumbing, mechanicals, and more
- Defined maintenance needs and timelines
- Estimated lifespans of machinery, equipment, and buildings
- Asset information, such as manufacturer, warranty, and serial number
- Identification of facility storage capacities and inventory
- Performance metrics and standards
 - Facility condition index (FCI)



Reliability-Centered Maintenance

Reliability-Centered Maintenance

Optimizing maintenance strategies through reliability-centered maintenance (RCM) is a proven method of increasing profitability and decreasing downtime. In this guide, we examine RCM, share implementation tips, and provide details on how it can enhance operations.

What is reliability-centered maintenance?

Reliability-centered maintenance is a maintenance strategy that can take an organization's [maintenance management program](#) to the next level. Undertaking this strategy involves a detailed examination of your assets and their specific maintenance needs. The goal is providing a cost-effective solution that maximizes reliability and [minimizes downtime](#) so that your business runs as efficiently as possible.

RCM gets down to the root causes of breakdowns, analyzes the consequences, and determines the ideal maintenance tasks and schedules to keep individual assets up and running, worry-free. By choosing individual strategies for each asset, maintenance teams can predict and identify problems much better than they can using only a single maintenance strategy.

In short, reliability-centered maintenance provides a selective process that reduces inefficiency. RCM discovers what is working and allows organizations to zero in on the maintenance strategies that champion best outcomes.

The history of reliability-centered maintenance

The simplest definition of reliability-centered maintenance highlights the process of discovering an optimal maintenance strategy for every single asset in a facility. But where did this process originate?

F. Stanley Nowlan and Howard F. Heap of United Airlines created reliability-centered maintenance in 1978. Their [report](#), published in that year, intended to increase airline maintenance activity safety and operational risk control through optimizing maintenance programs. As they stated, "The objective of such programs is to realize the inherent reliability capabilities of the equipment for which they are designed, and to do so at minimum cost. Each scheduled-maintenance task in an RCM program is generated for an identifiable and explicit reason."

After being met with much success, their report was adapted for use by numerous other industries and eventually formed the Society of Automotive Engineers JA1011 standard.

What are the benefits of a reliability-centered maintenance program?

RCM's core philosophy is one pairing each asset with the maintenance strategy that will lead to the shortest amount of downtime. With this philosophy comes many benefits.

Cost savings

Less downtime

Increased communication

Increased safety

RCM does, however, come with a disadvantage: the initial start-up costs and time investment can be substantial. Because the whole team is gathering data, overtime and possible equipment failures can add up quickly before a satisfactory ROI is generated.

Nonetheless, RCM does eventually balance out and provide savings, but it's up to a maintenance department to show higher-ups the benefits. Slow and steady wins the race. Most organizations find that RCM produces more cost-effective results in the long term than a single maintenance strategy.

How do you implement a reliability-centered maintenance strategy?

As mentioned earlier, implementation includes answering the seven SAE JA1011 questions for RCM standards. Those seven questions are:

1. What are the functions and desired performance standards of each asset?
2. What are the failure modes for the individual assets?
3. What causes each of the failure modes?
4. What are the effects of each failure?
5. What are the consequences of each failure?
6. What can and should be done to predict or prevent each failure?
7. What should be done if a suitable proactive task cannot be determined?

Each of the seven questions has been appropriately placed within the RCM implementation phases to ensure you're asking the right questions at the right time. There are three phases in total.

RCM Phases	SAE Seven Questions
Phase 1: Decision	<ol style="list-style-type: none">1. What are the functions and desired performance standards of each asset?2. What are the failure modes for the individual asset?3. What causes each of the failure modes?
Phase 2: Analysis	<ol style="list-style-type: none">4. What are the effects of each failure?5. What are the consequences of each failure?

RCM Phases

SAE Seven Questions

Phase 3: Act

6. What can and should be done to predict or prevent each failure?
7. What should be done if a suitable proactive task cannot be determined?

Phase 1: Decision

RCM planning is based on preparedness and needs to yield solid results. The decision phase brings all maintenance team members together for the initial analysis, organization, and prioritization of essential facility assets.

What are the functions and desired performance standards of each asset?

Criteria to consider should include the essentiality of an asset to operations and how the asset relates to production, customer needs, and business goals.

What are the failure modes for the individual asset?

Simply put, your team should understand and list every way an asset can fail. Are lubrication issues causing an issue in performance? Is [preventive maintenance](#) not up to the manufacturer's standards? Are parts faulty and breaking? Is there a design flaw? Dig in and note how assets break down and become unable to perform their desired functions.

What causes each of the failure modes?

Root causes of failure must be exposed. For example, list out all the possible reasons an HVAC system might stop working due to the failure modes listed (e.g., too much debris, lack of maintenance, improper sizing, improper installation, and so on). It's important to know what's causing the break downs.

After organizations answer the three questions in the decision phase, they should have a healthy list of assets, where they fall in terms of their workday importance, and the ways they can fail. Now, they can move on to the next phase.

Phase 2: Analysis

Analysis of the data collected in the decision phase will start to form the reliability-centered maintenance strategy. It begins with examining the functional failure modes.

What are the effects of each failure?

This entails analyzing the impact that asset failures have on business. Are products damaged? How much downtime is created? Are workers still being paid during a shutdown? In this step, teams also analyze repair costs, as well as the asset's preventive maintenance history and associated expenses.

What are the consequences of each failure?

A team's observation skills and knowledge are needed here. How do failures impact safety? Is downtime unavoidable? Do parts have to be ordered every time a particular asset breaks down? What is the long-term impact of each failure on the asset?

This is the time to dive into the results of failure. Don't shy away from getting into the fine details of what happens when something isn't working.

A few processes can help organizations ask the right questions to discover the repercussions of failures.

Failure modes and effect analysis (FMEA)

A step-by-step approach to identifying all possible failures in an asset's design, process, and production

Failure mode, effects, and criticality analysis (FMECA)

A method that involves quantitative failure analysis through creating a series of linkages between potential failures, impacts, and root causes

Hazard and operability analysis (HAZOP)

A systematic technique often used to identify potential system hazards and operability problems

Fault tree analysis (FTA)

Created by Bell Telephone Laboratories, FTA shows a top-down graphic analysis of failure

Risk-based inspection (RBI)

RBI is an inspection methodology based on risk factors for equipment malfunction; it is used to predict and avoid potential failure

An organization must be as comprehensive as possible at this point in their analysis, no matter the style of the analysis they engage. The next phase depends on it.

Phase 3: Act

Now's the time to take an organization's previous RCM data collection and decide on the maintenance methods to prolong production and keep uptime intact. It begins with another SAE question.

What can and should be done to predict or prevent each failure?

Teams now discuss and select a maintenance tactic or strategy, informed by the two phases they just worked through. Is preventive maintenance the best option for most assets? What about [reactive maintenance](#)? Is run-to-failure applicable? Choosing the appropriate maintenance method for each asset keeps costs and failures at a minimum. Properly executing this step is crucial for success.

What should be done if a suitable proactive task cannot be determined?

A typical breakdown of a facility using RCM would show [predictive maintenance](#) being performed 45 to 55% of the time, preventive maintenance 25 to 35% of the time, and reactive maintenance less than 10% of the time. That's a good rule of thumb to follow.

When a maintenance type cannot be determined or an alternative found, it may be time to replace the asset. Use the above statistic or the chart below to help decide which strategy is best for an asset.

Maintenance type	Use when	Example
Replacement	Maintenance repair costs are too high or when replacement parts can't be found for a failed asset	An engine overheats and melts the inside of a tow motor
Reactive	Assets are non-essential, unlikely to fail, or have a backup	Replacing lightbulbs, tires, a conveyor roller
Preventive	Assets need to be serviced at set intervals or meter readings	Oil changes, belt replacements, or cleaning equipment on a monthly basis
Predictive	Asset sensors indicate service needs to be performed	Pressure readings fall on a water main, a vibration sensor detects abnormal compressor activity, or electric meters show a decrease in facility voltage
Deferred	Assets need specialized parts ordered or outside vendors to complete maintenance work	Replacing roof shingles, parts to fix an asset must be shipped from overseas, or the typical maintenance team lacks sufficient training to fix an asset

With an RCM strategy in place, organizations can then review the process and fine-tune it as necessary. Maintenance cost savings and decreased downtime should be evident right away.

Optimize your reliability-centered maintenance strategy

A [CMMS](#) is a reliability-centered maintenance strategy's best friend. It can set up and send out maintenance tasks, report on costs, show failures, and collect data on any aspect of an RCM plan's implementation. This tool helps your RCM strategy perform to its fullest, delivering instant feedback that will allow you to adjust or pivot to become more efficient and effective.

FMX is a CMMS that can help. Learn more about our solution by taking our [maintenance management assessment](#) and asking how we can respond to your operation's RCM needs.



Planned Maintenance

Planned maintenance can keep uptime intact, increase efficiency, and save organizations money. It's often implemented as an alternative to costly run-to-fail processes.

On the other side of the spectrum, [emergency maintenance](#) can quickly deplete an organization's maintenance budget. From paying overtime to repair or replace equipment to spending extra on wages while lines return to optimal output, lots of not-so-little things can add up fast and reduce profitability.

Nevertheless, 22% of manufacturing plants use [run-to-failure](#) methods in their day-to-day operations. Fortunately, there is a way to break that expensive cycle while also providing benefits like extended equipment life, balanced budgets, and improved operations.

What is planned maintenance?

Planned maintenance is a maintenance strategy that uses proactive planning, documentation, and scheduling for maintenance work. Its goal is to reduce equipment downtime and asset failure costs.

A well-thought-out planned maintenance strategy will include the following components:

- Asset inspections
- Ordering spare parts
- Inventory control
- Manufacturer-recommended maintenance
- Process descriptions
- Priority work scheduling

Together, these components build a maintenance strategy and planned maintenance schedule that ensures teams, equipment, and parts are regularly available to remedy specific asset issues.

What are the benefits of a planned maintenance strategy?

Organizations can benefit from planned maintenance in the following ways.

- ✓ **Reduces unplanned downtime**
- ✓ **Lowers maintenance costs**
- ✓ **Extends the life of assets**

- ✓ Improves time management
- ✓ Increases work safety

Planned maintenance continually creates a solid groundwork for the future. It keeps a maintenance planner's finger on an organization's operational pulse.

How do different types of maintenance fit into a planned maintenance strategy?

There are two types of planned maintenance: planned preventive and planned unscheduled maintenance.

Planned preventive maintenance

Planned maintenance strategies use [preventive maintenance](#) on high-value, essential assets. It's a proactive and structured approach that allows for scheduled maintenance tasks which focus on preventing asset failure before it occurs.

Preventive maintenance consists of routine inspections based on the manufacturer's suggested repair sequences. These tasks occur at regular intervals (e.g., every three months, every week, etc.) or according to meter readings (e.g., every 5,000 miles or every 10,000 rotations).

Planned unscheduled maintenance

Planned unscheduled maintenance comes into play when low-value, noncritical assets break down. This strategy is best suited for replacement parts such as light bulbs or tires. For this strategy to be effective, having spare parts on hand is essential. Having spare parts means you can get an asset back up and running quickly.

	Planned preventive maintenance	Planned unscheduled maintenance
Maintenance performed	Routine inspections to prevent asset failure	Efficient parts replacement to fix assets after failure
Frequency of maintenance	Set intervals of time or meter readings	At set intervals or meter reading markers
Likelihood of equipment failure	Low to medium	High
Upfront cost	Low to medium	Very low
Suitable assets	High-value, essential assets	Low-value, noncritical assets
Technology required	Maintenance management software	None
Example	Regular belt changes and inspections on machinery	Replacing a blown-out tire with an on-hand spare tire

Pairing these two strategies together leads to less overall asset downtime. Planned preventive maintenance reduces the likelihood of asset failures, while planned unscheduled maintenance ensures that you are prepared to remedy a failure quickly if one does occur.

For example, let's say an operation has a [fleet](#) of buses. Maintenance directors would put each bus into a planned preventive maintenance schedule to ensure that oil changes, tire rotations, and belt replacements are performed at time- and meter-based intervals. They would also put a series of planned unscheduled maintenance tasks into the system to remedy a burned-out headlight, a blown tire, or a sudden radiator leak.

Combining these two strategies means that costly [reactive](#) and [emergency maintenance](#) situations become less frequent and more manageable, saving maintenance teams time and money.

Keep in mind, however, that one planned maintenance task series is rarely like another. Each asset type needs its own methodically planned maintenance strategy.

Implementing planned maintenance

Implementing a planned maintenance workflow requires that facility managers self-examine their processes. Scrutinizing processes is necessary to build a solid planned maintenance strategy.

Inventory assets and set inspection dates

The first step is for facility directors to inventory all assets and set inspection dates. Using manufacturer-recommended maintenance timelines and their team's knowledge of an asset's operation, inspectors can assess the worksite, identify any problems, and create [work orders](#) if necessary.

Sometimes planned maintenance inspections will reveal that an asset is working correctly and may not need servicing. That's an excellent indication that maintenance planning is working properly.

Assigning the work order

Suppose a work order or maintenance activity is issued. In that case, managers assign it a priority level, put it on the work docket for the day, complete the task, record the outcome, and track it for later analysis. This is an efficient and cost-saving process that ensures technicians only perform the work that needs to be done.

If this workflow seems similar to preventive maintenance, that's because it is. Remember that planned preventive maintenance is a part of a planned maintenance strategy.

Unscheduled maintenance tasks follow the same flow, but they are pre-planned and "float" in a planned maintenance system. Think of them as having an ace up your sleeve for when something goes wrong.

How can the planned maintenance features of a CMMS help?

Pop-up fires need to be put out. However, through planned maintenance, not only is the cost of rushing to fix hotspots reduced; the wear and tear these fires cause on assets and the stress they put on maintenance teams is also diminished.

A [computerized maintenance management system \(CMMS\)](#) can organize planned maintenance strategies and eliminate the embers that can later create a flare up. It does it through planned maintenance work orders and [preventive maintenance management](#).

Capabilities of a CMMS also include:

- Planned maintenance notification reminders
- Automatic part reordering and low inventory alerts
- Analytics and KPI tracking
- Approval flows for asset replacement

Planned maintenance is easy with FMX

Planned maintenance is a proven maintenance strategy that keeps uptime intact, increases efficiency, and saves organizations money by extending equipment life, reducing maintenance costs, and improving operations.

Add planned maintenance to your organization's maintenance plan with FMX's customizable system. Start with our [preventive maintenance assessment](#). These eight short questions can help pinpoint your organization's top preventive maintenance priorities and get you started on addressing them today.



Maurice's Campground Non-Price Proposal

Town of Wellfleet, Massachusetts

Prepared February 2023

Submitted By:

BA Services, Inc.

263 State Street Suite 1, Bangor, Maine 04401 | BAServes.com

Andrew J. Dalton, Contract Manager, 207-478-5029

Andrew@BAServes.com

DUNS Number: 081178120

Cage Code: 83WK3



Tuesday, January 31, 2023

Rebecca Roughly, MCPPO
 Assistant Town Administrator
 Town of Wellfleet
 300 Main Street
 Wellfleet, Massachusetts 02667

RE: Maurice's Campground Lease

Ms. Roughley,

I would like to thank all of you who are reading this and beginning the important process of evaluating the Maurice's Campground lease proposals. BA Services, Inc. (BAS) is a family-run company with 22 years of business experience and 11 years' operating experience as a concessionaire. We focus on finding small to medium sized opportunities where we can really make a difference. BAS takes great pride in acquiring underperforming concessions, turning them around, and bringing them up to and beyond the expectations of our partners and patrons. Our success is due to our belief it is a privilege to work in some of the most beautiful places in our country where people want to vacation, relax, and spend time with family.

The table and map below illustrate where BA Services operates currently with concessions contracts that include Canal Bridge Campground in Fryeburg, Maine, Totem Pole Park in Freedom, New Hampshire, Burlingame State Campground in Charlestown, Rhode Island, Clear Creek & Corinth Recreation Areas in the William B. Bankhead National Forest in Northwestern Alabama and the Meramec State Park in Sullivan, Missouri. Non concession contracts include providing janitorial, grounds and maintenance services for 28 Rest Areas to the Utah Department of Transportation and landscaping, and janitorial services at three Army Corps of Engineer dam sites and recreation areas in Pennsylvania.

<i>Started</i>	<i>Current BA Services Contracts</i>
2018	State of Maine – Beaches Contract, The Coast of Maine
2014	Town of Fryeburg, Maine – Canal Bridge Campground, Fryeburg, Maine
2012	Totem Pole Park, Freedom, New Hampshire
2015	Rhode Island Dept. of Environmental Management – Burlingame State Campground, Charlestown, Rhode Island
2015	US Army Corps of Engineers – Crooked Creek Dam Site, Ford City, Pennsylvania
2018	US Army Corps of Engineers – Loyalhanna River Dam Site, Saltsburg, Pennsylvania
2018	US Army Corps of Engineers – Conemaugh River Lake Dam Site, Saltsburg, Pennsylvania
2019	William B. Bankhead National Forest – Clear Creek Recreation Area, Jasper, Alabama
2019	William B. Bankhead National Forest – Corinth Recreation Area, Double Springs, Alabama
2020	Missouri Dept. of Natural Resources – Meramec State Park, Sullivan, Missouri
2022	Utah Department of Transportation – 28 Rest Areas Throughout Utah

BA Services, Inc. - Contract Map



December 8, 2022

BAS's concession contracts represent a mixture of ownership. Totem Pole Park is a privately owned condominium association. Canal Bridge Campground is town owned. Burlingame State Campground and Meramec State Park are state owned. The Clear Creek & Corinth Recreation Area's are owned by the National Forest Service. This mix of ownership has given BAS unmatched experience in building relationships with diverse partners with varied needs and requirements to serve a customer base that has a wide range of requirements.

BA Services has a simple formula for success we first perform a top-down cleanup of the concession, we then maintain high cleanliness standards. Secondly is developing a collegial working association with the owners, gaining their trust and respect. Finally, we treat our patrons with regard, offering an affordable experience that leaves them planning their next stay at the properties we operate.

We look forward to working with the Town of Wellfleet to offer a superior experience to the people that live and stay at Maurice's Campground. It is our pleasure to submit this proposal to you.

Sincerely,

Eric G. McCue
President & Owner
BA Services, Inc.



Maurice's Campground
Non-Price Proposal
Town of Wellfleet, MA



263 State St., Suite 1
Bangor, Maine 04401
207-307-7903
BAServes.com

1	Written Commitment
2	Addendums
3	Exhibits C, D, F & H
4	Owners Resumes
5	Bank References & Permission Letters
6	BA Services, Inc. - Narrative
7	
8	



Tuesday, January 31, 2023

Rebecca Roughly, MCPPO
 Assistant Town Administrator
 Town of Wellfleet
 300 Main Street
 Wellfleet, Massachusetts 02667

RE: Maurice’s Campground Lease – Commitment to Assume Responsibility

Ms. Roughley,

This letter commits BA Services, Inc. (BAS) to assume responsibility for renovations, repairs and to maintain the premises of Maurice’s Campground in a safe and sanitary condition in accordance with Section 11 of the Agreement of Lease.

BAS provides the following services to our existing contracts, these services will be outlined further in the narrative provided for each contract:

<i>Current BA Services Contracts</i>	<i>Services Provided</i>
Clear Creek Recreation Area	Reservations, Store, Janitorial Services, Grounds Maintenance Services, Infrastructure Maintenance Services, Watercraft Rentals
Corinth Recreation Area	Reservations, Store, Janitorial Services, Grounds Maintenance Services, Infrastructure Maintenance Services
Totem Pole Park	Store, Janitorial Services, Grounds Maintenance Services, Infrastructure Maintenance Services, Snowplowing Services
Meramec State Park	Reservations, 2 Stores, Grill, Janitorial Services, Watercraft Rentals & Infrastructure Maintenance Services
Canal Bridge Campground	Reservations, Store, Janitorial Services, Grounds Maintenance Services, Infrastructure Maintenance Services
Burlingame State Campground	Reservations, Store, Janitorial Services, Grounds Maintenance Services, Watercraft Rentals
Utah DOT	Janitorial Services, Grounds Maintenance Services, Infrastructure Maintenance Services
Crooked Creek Dam Site	Janitorial Services, Grounds Maintenance Services
Loyalhanna River Dam Site	Janitorial Services, Grounds Maintenance Services
Conemaugh River Lake Dam Site	Janitorial Services, Grounds Maintenance Services
Crescent, Kettle Cove, Two Lights, Popham & Reid State Park Beaches	Janitorial Services

BA Services proposes to implement FMX’s Facilities & Maintenance Operations software to monitor and ensure proper maintenance of Maurice’s Campground infrastructure. BAS uses FMX for the Utah Department of Transportation contract to log, track & repair the infrastructure of 28 UDOT Rest Areas located throughout the state of Utah.

January 23, 2023
ADDENDUM #1
Maurice's Campground Lease

Please sign below acknowledging receipt of this addendum:



Below are answers to a series of questions regarding the campground lease. Attached to this addendum is a profit loss excel sheet that was provided to the Town by the previous owners.

1. What are the historical revenue figures for Campsites, Cabins, Cottages & Seasonal rentals? **See attached spreadsheet compiled from information provided by previous owners.**
2. What are the historical cost figures for electricity, water, sewer, oil, propane, internet, telephon? **See attached spreadsheet.**
3. Please explain the "workforce housing" portion of this concession. Who owns the "camper units"? Who maintains the camper units? **The camper units are owned by the campground and are leased to local businesses to house their staff. Some trailers are rented directly to staff. The tenants maintain the interior of the units such as cleaning, etc. but the lessee will be responsible to maintain the campers should anything break such as appliance, etc.**
4. Are there individual electrical meters for each site? **No, 8 central meters throughout the campground**
5. Is the sewage tied into the Town of Wellfleet's system or on its own system? **No Town sewer, individual cesspools, or septic systems.**
6. Is the water tied into the Town of Wellfleet's water system or is it on a well? **Well**
7. Regarding the "Prevailing Wages", how does Wellfleet classify someone that mows lawns, performs janitorial duties, clerical staff? **Cleaning/Janitorial of municipal buildings doesn't fall under the prevailing wage law, Landscaping consisting of grading of soil and installation of trees, shrubs, grass, and other plants on publicly-owned grounds are considered construction of public works to which the prevailing wage law applies. Clerical staff doesn't fall under the prevailing wage law**
8. Are there monies that have been collected for the 2023 season? If there are, what amount of money is there and how will it be handled with the new concessionaire? **These funds could be useful when starting up a new concession. No monies have been collected; the lessee will have full responsibility to invoice for the campsites.**

January 26, 2023
ADDENDUM #2
Maurice's Campground Lease

Please sign below acknowledging receipt of this addendum:



Below are answers to a series of questions regarding the campground lease.

1. In the RFP it states that there is "1 year-round home" that is a part of the concession. During the visit I believe it was stated that the home is leased for the next 3 years, and the monthly rent is \$850. Please confirm this assumption. **The year-round home is leased for 3-years at \$850/month plus gas utility. The Lessee of the campground will assume management of that rental.**
2. How many of the sites are not currently occupied? **Approximately 20 full hook-up sites, 16 unimproved tent sites, and 45 electric/water only sites.**
3. Is Exhibit A – Lease Payment Form the only information required in the Price Proposal? **Yes**
4. Will the Town of Wellfleet consider a percentage of gross sales in lieu of an annual lease payment? **No, under our tax-exempt status we are not allowed to.**
5. Does the Town of Wellfleet have a schedule for when the lease payment is due or is it expected at the end of the season? **It can be agreed upon but ideally upon execution of the contract (March 1) and then each year at the same time.**
6. In Section VI. C. it states that "Only the price proposal should include the specific information concerning the compensation the Town will receive from the proposer." Yet, in Exhibit B – Non-Price Proposal-Reference Table on page 11 of the RFP it seems like the Lease Payment Form needs to be included in the Non-Price Proposal. Can you clarify this? **Exhibit B section A. should be eliminated. The price proposal should be in a separate envelope. Section 5.A.3 should be followed for instructions on submitting the non-price and price proposal.**

January 31, 2023
ADDENDUM #3
Maurice's Campground Lease

Please sign below acknowledging receipt of this addendum:



Below are answers to a series of questions regarding the campground lease.

1. In the Excel workbook, Maurice-Profit-and-Loss_RFP2.xlsx, on the P & L worksheet it shows Real Estate Taxes in excess of \$20,000 per year. Will the lessee be responsible for this expense?
Please see section 5.1 of the lease in the RFP
2. It appears that the lessee is responsible for 100% of all maintenance. Does that mean if infrastructure systems fail lessee would be responsible for complete replacement utilizing construction labor at prevailing wage or is this limited to \$5000 per maintenance item? **Please see section B (page 5) and section 30.4 of the lease within the RFP**
3. Could a cap on capital investment be established to control for potentially spiraling costs in the event that *multiple* systems need replacement/major maintenance beyond which lessee is not responsible? **Same as above**
4. Would the rent be reduced if campground is closed by government order or natural disaster? **Please see section 2.4 of the lease in the RFP**
5. We have seen it discussed in public meetings that there are septic issues in the campground -- could you help us understand who this might affect or limit operations?
Nothing more than what was already discussed. Please see attached letter from the DEP



EXHIBIT C

TOWN OF WELLFLEET

CERTIFICATION OF GOOD FAITH

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club or other organization, entity or group of individuals.

Signature of individual submitting bid or proposal

BA Services, Inc.

Name of business

263 State Street, Suite 1, Bangor, Maine 04401

Address

207-307-7903

Phone

1-31-23

Date



EXHIBIT D

TAX COMPLIANCE CERTIFICATION

Pursuant to Chapter 62C of the Massachusetts General Laws, Section 49A(b), I, the undersigned, authorized signatory for the below named contractor/vendor, do hereby certify under the pains and penalties of perjury that said contractor has complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

Signature

Date: 1-31-23

Name: Eric G. McCue
(Print Name)

Title: President / Owner

Contractor/Vendor: BA Services, Inc.



EXHIBIT F

CORPORATE RESOLUTION

At a duly authorized meeting of the Board of Directors of BA Services, Inc.
(Name of Corporation)

held on 1/1/2021 it was VOTED that:
(Date)

Eric G. McCue President / Owner
(Name) (Title)

of this corporation, be and he/she hereby is authorized to submit bids and proposals, execute contracts, deeds and bonds in the name and on behalf of said corporation, and affix its corporate seal thereto; and such execution of any contract, deed or obligation in this corporation's name on its behalf by such BA Services, Inc. under seal of the company, shall be valid and binding upon this corporation.

A True Copy, Dallas A. McCue
ATTEST: Dallas A. McCue

TITLE: Vice-President / Owner

PLACE OF BUSINESS: 263 State Street, Suite 1
Bangor, Maine 04401

DATE OF THIS CERTIFICATE: 2/6/2023

I hereby certify that I am the clerk of the BA Services, Inc.
(Corporation)
that Eric G. McCue is the duly elected President / Owner of
(Name) (Title)

said corporation, and that the above vote has not been amended or rescinded and remains in full force and effect as of the date of this Certification.

Kristine Meeks
(Clerk)

CORPORATE SEAL:



**EXHIBIT H
DISCLOSURE STATEMENT
ACQUISITION OR DISPOSITION OF REAL PROPERTY**

For acquisition or disposition of Real Property by BA Services, Inc. the undersigned does hereby state, for the purposes of disclosure pursuant to Massachusetts General Laws, Chapter 7, section 40J, of a transaction relating to real property as follows:

- (1) REAL PROPERTY DESCRIPTION: Maurice's Campground
- (2) TYPE OF TRANSACTION: Lease
- (3) SELLER(S) or LESSOR(S): Town of Wellfleet, Massachusetts
- (4) PURCHASER(S) or LESSEE(S): BA Services, Inc.
- (5) Names and addresses of all persons who have or will have a direct or indirect beneficial interest in the real property described above:

<u>NAME</u>	<u>RESIDENCE</u>
<u>Eric G. McCue</u>	<u>66 Pendleton Street, Brewer, Maine 04412</u>
<u>Dallas A. McCue</u>	<u>66 Pendleton Street, Brewer, Maine 04412</u>
<u> </u>	<u> </u>

- (6) None of the above mentioned persons is an employee of the Division of Capital Asset Management or an official elected to public office in the Commonwealth except as listed below.
- (7) This section must be signed by the individual(s) or organization(s) entering into this real property transaction with the public agency named above. If this form is signed on behalf of a corporation or other legal entity, it must be signed by a duly authorized officer of that corporation or legal entity. The undersigned acknowledges that any changes or additions to items 3 and or 4 of this form during the term of any lease or rental will require filing a new disclosure with the Division of Capital Asset Management and Maintenance within thirty (30) days following the change or addition.

The undersigned swears under the pains and penalties of perjury that this form is complete and accurate in all respects.

Signature:  Title: President / Owner

Printed Name: Eric G. McCue Date: 1-31-23

Eric McCue
President, Chief Executive Officer-Owner

EXPERIENCE AND QUALIFICATIONS

2017-Present **BA SERVICES INC, PRESIDENT/CEO**

- Oversight of entire daily operations of the company
- Fully responsible for the development of concession transition plans and implement new operations. Coordinate efforts of full team, on-site staff that are hired, and to ensure the contract/operating transitions go smooth and seamless.
- Primary liaison with the Contract Representatives and other park partners during the entire contract
- Implementing capital improvements at projects
- Managing general managers at all locations
- Ensure all contractual requirements are being met or exceeded
- Directly responsible for acquiring and maintaining Rest Area contracts with State DOT, 6 Campground contracts with Private, State and Federal Agencies.

2001-2017 **BANGOR ABATEMENT, INC, VICE PRESIDENT/CO-OWNER**

- As the Lead Supervisor fully responsible for job site safety, scheduling, lead safe practices and managing a crew of 10 or more. Ensuring all appropriate licensing were in place and maintained.
- Contract Manager, overseeing all projects, direct contact with Contract Representatives, ensuring all areas of the operations were being upheld according to the contract guidelines.
- As Vice President directly responsible for attending site bid walks, gathering pertinent information, determine costs projections and weigh out profitability for the business, creating and submitting the bid proposal.
- Directly responsible for acquiring Rest Area contracts with 3 State DOT agencies, 3 Campground contracts with Private, State and Federal Agencies.

1988-1999 **BRYANT STEEL WORKS INC, CERTIFIED WELDING TECHNICIAN**

- Responsible for producing sand and salt spreaders, trench boxes and various other maintenance equipment for State agencies around the United States
- Fully responsible for servicing all products and maintaining relationship needs with customers

EDUCATION

Mount View High School
High School Diploma

1993

CERTIFICATIONS

Lead Sampling Tech, 2001
Lead Abatement Supervisor practices & procedures, 2001-2009
Lead Smart Renovator & Sampling Tech, 2002
10-hour OSHA training, 2005
Aerial work platform operator and safety training, 2008
State of Connecticut Lead Safe Work Practices, 2008
Certified vinyl siding installer, 2009

Dallas L McCue
Vice President/Director of Operations

EXPERIENCE AND QUALIFICATIONS

2017-Present **BA SERVICES INC, VICE PRESIDENT/DIRECTOR OF OPERATIONS**

- Oversight for day-to-day operations of the business.
- Direct oversight of general managers and other employees, ensuring that all policies and procedures are being met properly.
- Understand and comply with all federal, state, and local laws in all states that we conduct business, adhering to labor laws and work closely with Office Manager in areas of compliance.
- Direct oversight of all financial aspects of the business, payroll, audits, bookkeeping and maintains close working relationship with CPA.
- Direct liaison for all contracts in the absence of the President
- Assist in bid walks, collecting data and submittal or proposals
- Direct oversight of all new contracts, from initial startup to include, hiring, scheduling, supplies, ensuring all policies and procedures are in place and training. Conduct bi-weekly site visits during the open season to ensure quality control.
- Point of contact for online reservation systems (reserverameric.com, rec.gov and gracesoft.com, updating the park information, training staff, and works as an independent consultant for RI DEM on reserveamerica.com.
- Files all state sales tax in each location and provides detailed monthly sales reporting to each project.

2005-2017 **BANGOR ABATEMENT, INC, OFFICE MANAGER**

- Direct oversight of all financial aspects of the business, payroll, audits, payables, receivables, bookkeeping and maintains close working relationship with CPA.
- Worked as the onsite Manager at the Totem Pole Association contract for 5 years. Scheduled all the summer activities for children and families from Memorial Day to Labor Day, scheduling for the front office, store/snack bar and activities staff.
- Submitted all reimbursements and reports to the condominium association.

2004-2005 **MSAD#3 ADULT EDUCATION, SECRETARY**

- Direct oversight of creating class schedules, signing up new attendants, creating brochure to disperse to the community. Provided general office management duties and scheduling graduation ceremonies.

2000-2004 **ST. CROIX FCU, LOAN OFFICER**

- Provided step by step guidance from start to finish in the mortgage process for home buyers. Processed and approved loan applications for personal, car, home loans.

1999-2000 **MBNA AMERICA, OFFICER**

- Called new cardholders to educated on the benefits of new account and process balance transfers.
- Managed the National Education Association portfolio with over 50,000 members to keep accounts in good standing during times of hardship.
- Managed a team of 15 people, educating, motivating, and mentoring each to hit their monthly individual and team goals.

EDUCATION

MOUNT VIEW HIGH SCHOOL

1992

High School Diploma

Graduated Salutatorian with a 3.9 GPA, inducted into the National Honor Society 1991, Dirigo Girl State 1991, Class Secretary 1988-1992

VOLUNTEERISM/LEADERSHIP

Parent advocate for children with disabilities for the State of Maine

2010-2012

BOD at WINGS for Children and Families

2010-2012



**RHODE ISLAND
DEPARTMENT OF ENVIRONMENTAL MANAGEMENT**

Division of Parks & Recreation
1100 Tower Hill Road
North Kingstown, RI 02852

Office 401-667-6200
Fax 401-667-3995
Website www.riparks.com

To Whom It May Concern:

This will serve as a letter of reference for BA Services, Inc. (BAS), operating the Burlingame State Campground in Charlestown, Rhode Island. Burlingame is 3,100 acres of rocky woodland that surrounds Watchaug Pond and features 810 campsites and cabins with 6 conveniently located restrooms with shower facilities, a large camp store located next to an arcade, a playground, freshwater beach, canoe rentals and hiking trails. The Rhode Island Department of Environmental Management (DEM) awarded the contract to BA Services in 2015, with 2016 being their first operating season.

BAS staffs the check-in station 24 hours a day when the season opens the second Friday of April through the Columbus Day weekend in October. They provide janitorial services for the restrooms, bath houses, arcade, and porta johns. BA Services also provides the grounds maintenance and landscaping services for the campground. On an average day 300 sites will be "turned over" to include trash removal, fire ring cleaning and prepping the site for the next camping guests.

BAS works closely with the DEM and Park Rangers to ensure a safe and clean environment for all campers. BA Services works hard to provide superior customer service, handle customer complaints, and maintain sanitary conditions throughout the campground for our guests. In their first year of managing the campground they added 2 new check stations, making a total of 5 check in stations to help improve the wait time for the campers. They put in place state mandated COVID-19 protocols, adapting to changes and provided more staff to carry out additional cleanings during the pandemic.

BA Services is responsive to the needs of Burlingame's campers and the DEM. It is my pleasure to work with them to achieve our collective goals.

Regards,
Kyle Cahoon, Regional Park Manager

A handwritten signature in blue ink that reads "Kyle Cahoon".



Forest Service

National Forests in Alabama
Bankhead Ranger District

1070 Hwy 33 North
P.O. Box 278
Double Springs, AL 35553
205-489-5111

File Code: 2340

Date: June 8, 2021

Route To:

Subject: Letter of Recommendation

To: Whom This May Concern

To Whom This May Concern,

BA Services, Inc. received a new Granger-Thye concessionaire permit to operate two developed recreation areas on the Bankhead Ranger District, National Forests in Alabama, in January 2020. While new to working with the Forest Service, they have been a pleasure to work with due to their responsiveness, flexibility and creativity, internal skill sets, and interest and willingness to become part of the community they serve. These successes are even more impressive considering they began operations in the spring of 2020, right when the global Covid19 pandemic began. The Bankhead Ranger District has two full-service campgrounds totaling 154 RV camping locations, eight tent sites, two group camping spots, multiple bathhouses, three group shelters, 96 picnic areas, three boat ramps, two swimming beaches, and several trails, all on the beautiful Lewis Smith Lake, an Alabama Power-managed reservoir. These locations were built or renovated last in 1988 and 1997, so they each have significant infrastructure concerns.

As a new G-T permittee, BA Services has very quickly adapted to working with the USFS, both in terms of permit management and the myriad idiosyncrasies inherent in our situation. They have been very responsive to all requests, whether it is something related to permitting issues, water leaks or customer service issues. As they continue to grow in their management, they also show excellent foresight and creativity. For example, BA Services was one of the only concessionaire operations that managed to stay open for the entire pandemic in the Southern Region because they were very proactive in securing proper PPE and were adaptive to CDC and USFS guidance. They found international PPE sources that no one else was able to find and met all CDC requirements to maintain limited operations.

BA Services has shown excellent internal capacities for campground maintenance yet has also worked hard to become a collaborative member of the community. They can handle many electrical, plumbing, and carpentry-related needs with their personnel, reducing downtime and protecting our visitors and the environment. They have also worked hard to hire local employees and become a member of the local business community. Jasper, Alabama, received a Recreation Economy for Rural Communities grant, and BA Services was keen to participate and foster collaborative relationships with the local city and communities.

Lastly, but maybe most importantly, BA Services appears to be very good with customer service. As Acting District Ranger, I generally only hear of major, sustained complaints from visitors. I



Kathy Minor, Acting Forest Supervisor

2

hope that the concessionaires can resolve complaints with my recreation program staff to the extent possible. We have had the fewest complaints in the last year versus the previous four years, and those were specifically related to USFS policies, not to BA Services.

WILLIAM
ADDISON

Digitally signed by WILLIAM
ADDISON
Date: 2021.05.08 10:56:33 -0500

WILLIAM ADDISON
Acting District Ranger



Totem Pole Park
Condominium Owners Association
Board of Directors

4 Totem Pole Rd. Freedom, NH. 03836

January 15, 2023

Subject: Referral for Eric McCue, BA Services Inc.

To: whom it May Concern

I have known Eric McCue for eight years that he has had the Management Contract to Manage Totem Pole Park Condominiums Campground, which is 456-unit deeded lot Campground.

In our facility we have a large recreational hall, a sewer system with five separate What septic systems, several bathrooms, commercial property with a snack bar, convenience store, two rental apartments, arcade and a laundry. Eric manages the commercial property, including ordering all inventory and hiring all personnel.

Our water System is a well System with two large holding tanks.

We have a tennis court, softball field, several playgrounds, Bocce courts, several horseshoe pits and lake front with 900 feet of shoreline, beach, boat ramp, mooring field and picnic areas.

Eric and his team are responsible for all the maintenance and cleaning for the entire facility. They are also responsible for snow plowing in winter and we have over 100 owners who winter camp so he manages plowing if all streets per Town of Freedom standards and over 100 driveways.

We also have entertainment nightly from end of June through Labor Day which Eric and his team do all the bookings.

Also, during the summer season, Eric and his team provide activities for children and adults during the day which can include group games, sports, yoga, line dancing, trivia, scavenger hunts, just to name a few.

Eric has been a very dedicated, hardworking hands-on manager throughout the entire eight years and his maintenance expertise as well as his team's excellent ability to plan activities and entertainment has truly made Totem Pole Park a better place with him managing.

I have been President of the Association three different times over 20 years, and multiple Management Companies, but Eric and BA Services has been the best at maintaining our park and enhancing the offerings to our owners.

I would highly recommend Eric and BA Services to Manage and/or operate any Park or facility.

Respectfully,

Joseph Dennis Gould, President - 617-257-4847

Board of Directors

Totem Pole Park



January 6, 2022

Utah Department of Transportation

RE: Letter of Recommendation – BA Services, Inc.

To Whom It May Concern:

Missouri State Parks has partnered with BA Services, Inc. this past year with concession operations at Meramec State Park. The past year was the first year of a 10-year base contract with an option for an additional 10 years. The Meramec State Park Concession includes the rental of 19 cabins, 22 motel rooms, a conference center, watercraft (canoes, kayaks, rafts & tubes), 2 convenience stores and a grill. BA Services operates and maintains the properties from April 1st through October 31st each year.

In their first year with this new concession, I found them responsive to the needs of Missouri State Parks and most importantly to the Meramec State Park visitors. BA Services re-invigorated the commercial services provided to our visitors with their first year's gross sales exceeding the previous sales record. We look forward to working with BA Services for many more years to come and would recommend them for your operations.

Should you have any further questions about the BA Services team and their relationship with Missouri State Parks, feel free to reach me at (573) 751-8459 or david.kelly@dnr.mo.gov or Loretta Bittle, concession contract manager, at (573) 526-0978 or Loretta.bittle@dnr.mo.gov.

Sincerely,

MISSOURI STATE PARKS

David Kelly
Division Director

C: Loretta Bittle, Concession Manager, Missouri State Parks

BA Services, Inc. - Bank References:

Bar Harbor Bank & Trust is BA Services primary financial institution. The other banks listed below are local operating accounts for our Area Managers to be able to make deposits into that then roll-up to Bar Harbor Bank & Trust. As such, there are no contact names at the local branch:

Bank Name	Account Number (s)	Account Type	Contact Name	Phone
Bar Harbor Bank & Trust 201 Main Street Bangor, Maine 04401	6500626341	Checking	Tom Bennett WBennett@BarHarbor.bank	207-262-8315
Bar Harbor Bank & Trust	6198297859	Checking	Tom Bennett WBennett@BarHarbor.bank	207-262-8315
Bar Harbor Bank & Trust	8330354856	Checking	Tom Bennett WBennett@BarHarbor.bank	207-262-8315
Bar Harbor Bank & Trust	6500626320	Checking	Tom Bennett WBennett@BarHarbor.bank	207-262-8315
Bar Harbor Bank & Trust	33403609	Line of Credit	Tom Bennett WBennett@BarHarbor.bank	207-262-8315
Synovus Bank 3200 Highway 78E Jasper, Alabama 35501	101-152-182-8	Checking		888-796-6887
Sullivan Bank PO Box 489 Sullivan, Missouri 63080	1043443744	Checking		573-468-3191
M & T Bank 3302 East Main Road Portsmouth, NH 02871	6500209825	Checking		800-724-2440



Monday, February 6, 2023

William "Tommy" Bennett, AVP
Community Banking Relationship Manager
Bar Harbor Bank & Trust
201 Main Street
Bangor, Maine 04401

RE: Maurice's Campground Lease

Tom,

This letter acts as permission for the Town of Wellfleet, Massachusetts to contact you to request financial information they need to award a lease contract to operate Maurice's Campground. Please furnish them with the information that they require.

Thank you for your assistance, always a pleasure doing business with you at Bar Harbor Banking & Trust.

Sincerely,

A handwritten signature in blue ink that reads "Dallas L. McCue". The signature is written in a cursive style.

Dallas L. McCue
Vice-President & Owner
BA Services, Inc.



Monday, February 6, 2023

William "Tommy" Bennett, AVP
Community Banking Relationship Manager
Bar Harbor Bank & Trust
201 Main Street
Bangor, Maine 04401

RE: Maurice's Campground Lease

Tom,

This letter acts as permission for the Town of Wellfleet, Massachusetts to contact you to request financial information they need to award a lease contract to operate Maurice's Campground. Please furnish them with the information that they require.

Thank you for your assistance, always a pleasure doing business with you at Bar Harbor Banking & Trust.

Sincerely,

A handwritten signature in blue ink that reads "Dallas L. McCue". The signature is written in a cursive, flowing style.

Dallas L. McCue
Vice-President & Owner
BA Services, Inc.



Monday, February 6, 2023

Synovous Bank
3200 Highway 78E
Jasper, Alabama 35501

RE: Maurice's Campground Lease

To whom this may concern,

This letter acts as permission for the Town of Wellfleet, Massachusetts to contact you to request financial information they need to award a lease contract to operate Maurice's Campground. Please furnish them with the information that they require for checking account number 101-152-182-8.

Thank you for your assistance, always a pleasure doing business with you at Synovous Bank.

Sincerely,

A handwritten signature in blue ink that reads "Dallas L. McCue".

Dallas L. McCue
Vice-President & Owner
BA Services, Inc.



Monday, February 6, 2023

Sullivan Bank
PO Box 489
Sullivan, Missouri 63080

RE: Maurice's Campground Lease

To whom this may concern,

This letter acts as permission for the Town of Wellfleet, Massachusetts to contact you to request financial information they need to award a lease contract to operate Maurice's Campground. Please furnish them with the information that they require for checking account number 1043443744.

Thank you for your assistance, always a pleasure doing business with you at Sullivan Bank.

Sincerely,

A handwritten signature in blue ink that reads "Dallas L. McCue". The signature is written in a cursive style and is positioned above the printed name and title.

Dallas L. McCue
Vice-President & Owner
BA Services, Inc.



Monday, February 6, 2023

M & T Bank
3302 East Main Road
Portsmouth, New Hampshire 02871

RE: Maurice's Campground Lease

To whom this may concern,

This letter acts as permission for the Town of Wellfleet, Massachusetts to contact you to request financial information they need to award a lease contract to operate Maurice's Campground. Please furnish them with the information that they require for checking account number 6500209825.

Thank you for your assistance, always a pleasure doing business with you at M & T Bank.

Sincerely,

A handwritten signature in blue ink that reads "Dallas L. McCue". The signature is written in a cursive style.

Dallas L. McCue
Vice-President & Owner
BA Services, Inc.

At BA Services we believe our depth of experience in campground and /property management coupled with our facility maintenance experience are perfectly suited to serve the campers at Maurice's Campground.

BA Services, Inc. (BAS) is located at 263 State Street, Suite One in Bangor, Maine. Founded in 2001 as Bangor Abatement, Inc., a family owned and operated lead abatement and construction business, Bangor Abatement performs lead remediation services for State Agencies.

BAS expanded into property management and janitorial services in 2007 when dba BA Services, the State of Maine awarded the contract for grounds maintenance, janitorial services and snow removal at the rest areas and tourist centers located on Interstate 95 by the Maine Department of Transportation (MDOT).

In 2012 BAS entered a property and maintenance contract with Totem Pole Park, a 459-site privately owned park on Ossipee Lake in Freedom, New Hampshire.

The Town of Fryeburg, Maine awarded the management contract to BAS in 2014 to re-open the town owned Canal Bridge Campground on the Saco River which had been closed for 3 seasons.

The State of Rhode Island Department of Environmental Management awarded BAS with a contract in 2015 to manage the 810-site Burlingame State Campground on Watchaug Pond in Charlestown.

Also, in 2015 the Georgia Department of Transportation awarded a contract for janitorial services for 4 of their Rest Areas on Interstate 75 and 475. The Army Corps of Engineers awarded the grounds maintenance and janitorial services contract to BA Services for Crooked Creek Lake Dam Site & Recreation Areas in and around Ford City, Pennsylvania in 2015 as well.

In 2018 the Army Corps of Engineers awarded a contract to BAS for grounds maintenance and janitorial services at two additional dam sites & recreation areas, Loyalhanna Creek Lake and Conemaugh River Lake in Saltsburg, Pennsylvania.

In 2019 the National Forest Service contract for the management and maintenance of the 2 Recreation Areas in the William B. Bankhead National Forest. This includes the Clear Creek Recreation Area in Jasper, Alabama and the Corinth Recreation Area in Double Springs, Alabama.

The Missouri Department of Natural Resources contract to manage the concession at Meramec State Park in Sullivan, Missouri that includes the Hickory Ridge Motel & Conference Center, Cabins, Watercraft Rentals, Fireside Store & Grill and the Riverstop Store was awarded to BAS in 2020 with opening season set for April 1st, 2021.

The Utah Department of Transportation (UDOT) awarded the 10-year contract to provide janitorial, grounds and facilities maintenance services for 28 Rest Areas throughout Utah to BA Services. This \$35 million contract commenced on April 1st, 2022.

In 2017 it was apparent that the lead abatement/construction side of the business and the property management/services needed to be operated separately. November of 2017 whilst maintaining the same ownership, BA Services, Inc. was born becoming a standalone entity with Eric & Dallas McCue managing day to day operations to better market and manage properties. In January of 2021 the McCue's purchased their partners 50% ownership in BAS to become the owners of BA Services, Inc.

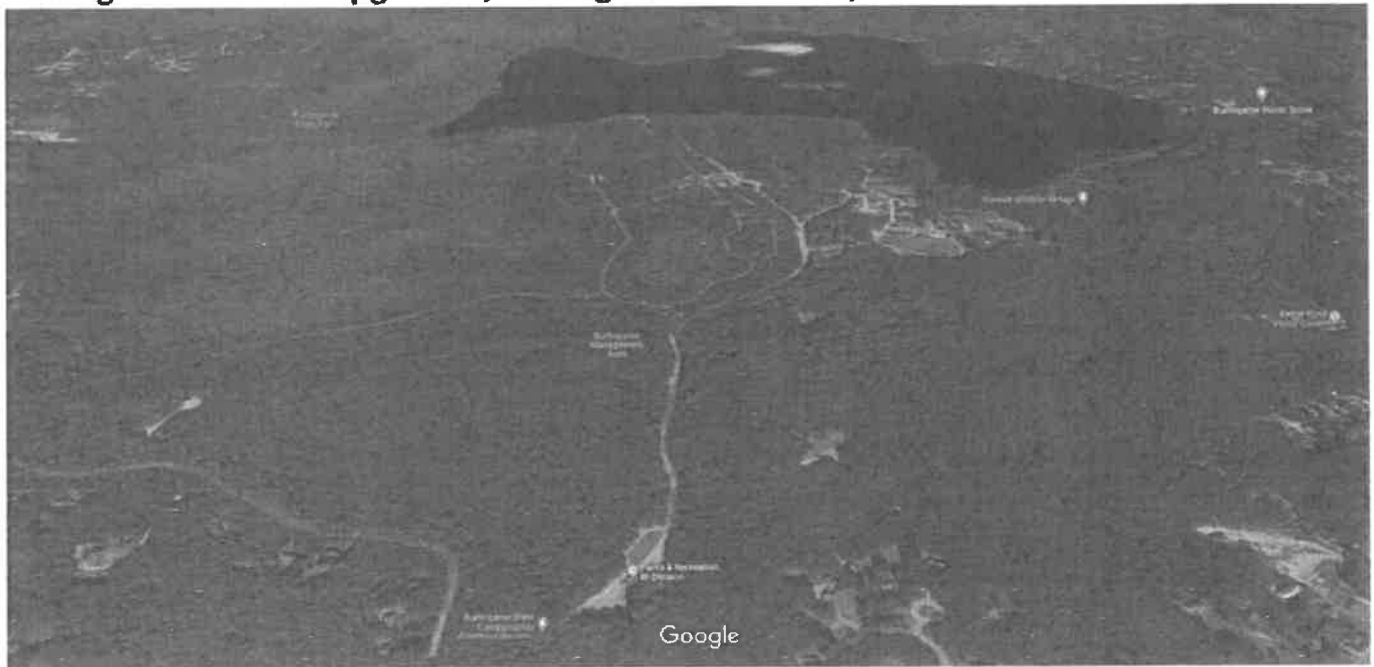
At BAS we enthusiastically embrace our role in creating a family-oriented recreational experience for our visitors, while enhancing the image and reputation of the facilities we manage for our clients. BA Services provides complete concession services and operation and maintenance of seasonal campgrounds.

Duties or services that BAS offers include:

- ✓ Environmental Remediation
- ✓ Bio-Hazard Cleaning
- ✓ Natural Stone Restoration
- ✓ Parking Lot, Road, Culvert, and Trail Cleaning
- ✓ Tree Maintenance
- ✓ Construction Clean-Up
- ✓ Facilities Maintenance (O&M)
- ✓ Operations and Maintenance (O&M)
- ✓ Janitorial Services
- ✓ Store Operations
- ✓ Laundromat Operations
- ✓ Arcade Operations
- ✓ Educational Instruction in Forest Service Lands (regional)
- ✓ Waste removal
- ✓ Site Security
- ✓ Swim and Boat Launch facility operation and maintenance
- ✓ Watercraft rentals
- ✓ Motel Operations

BA Services knowledge of the industry is best explained using examples of current contracts/permits that are held and in operation.

Burlingame State Campground, Burlingame State Park, Charlestown, Rhode Island



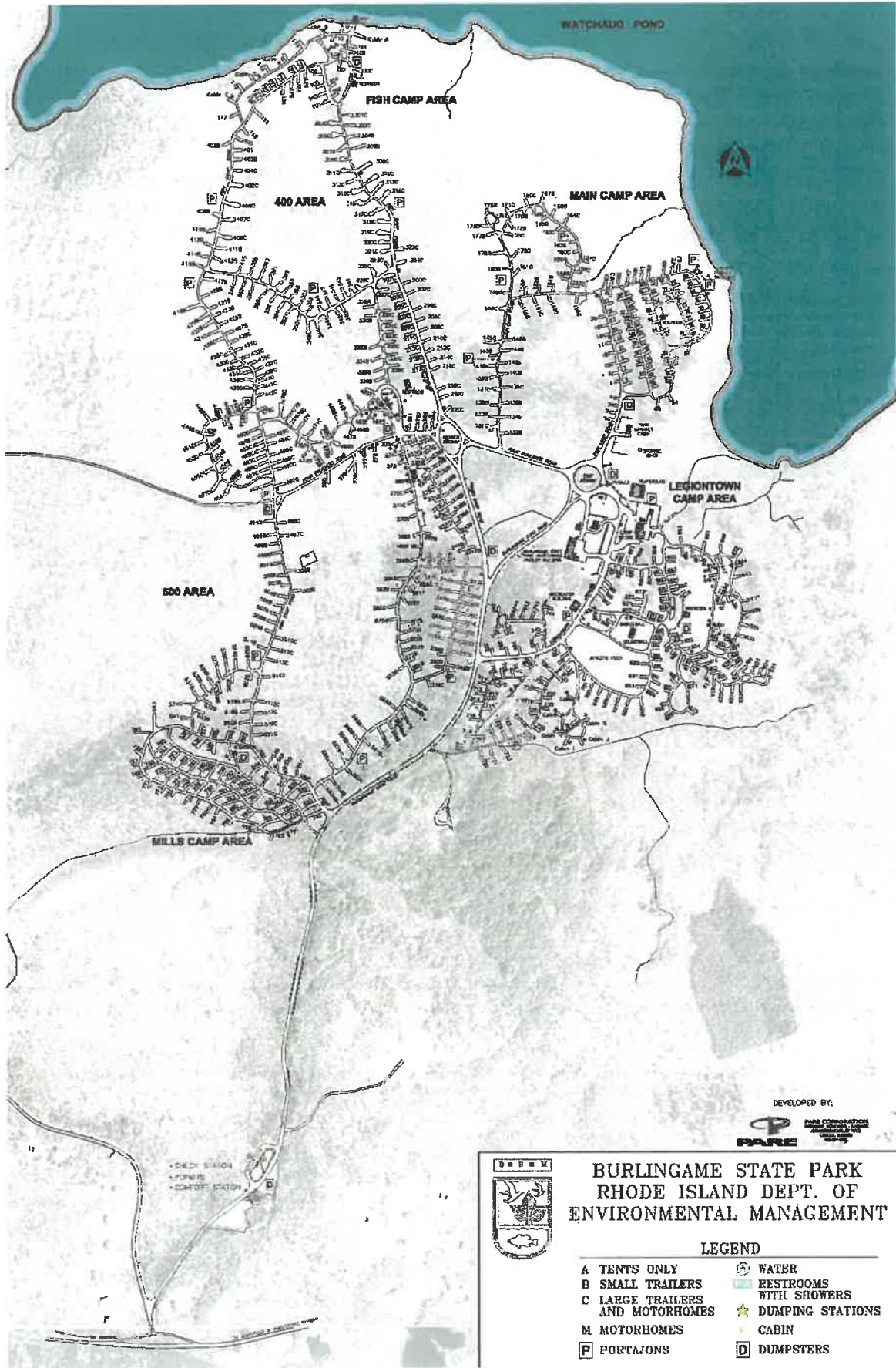
In 2015 BA Services was awarded a contract by the Rhode Island Department of Environmental Management to operate the State's 810-site Burlingame State Campground located within Burlingame State Park on the shores of Watchaug Pond.

BA Services staff and operate the campground entrance/ security gate on a twenty-four-hour basis from April through October of each year, verifying the ID of all patrons entering and exiting the campground. BAS operates and maintains the following facilities located in Burlingame State Campground. 810 "rustic" campsites, 1 shelter, 20 cabins, 6 restroom facilities with showers, the Morton Storage Building, the Recreational Control Station, the Camp Store, the Recreation Center, and a caretaker house.

At the Camp Store, with gross sales of \$ 425,000, offers goods like camp stove and lantern fuel along with groceries including, bread, fresh milk, beverages, candy, ice cream, ice, t-shirts, sunscreen, and packaged sandwiches can be purchased. Canoes and kayaks with life vests are rented here as well. 5 beverages only vending machines are located throughout the Campground. The Recreation Center provides arcade type games including pinball machines, arcade video games, crane machines, driving video games, pool tables and air hockey.

BAS provides the necessary cleaning supplies and cleaning equipment for the daily cleaning of the 5 restroom and shower facilities. Each are cleaned a minimum of 3 times per day from Sunday through Thursday and a minimum of 4 cleanings per day on Friday and Saturday. BAS also provides and maintains 28 portable toilets in the Campground.

Burlingame State Park Campground Site Map:



BURLINGAME STATE PARK
RHODE ISLAND DEPT. OF
ENVIRONMENTAL MANAGEMENT

LEGEND

- A TENTS ONLY
- B SMALL TRAILERS
- C LARGE TRAILERS AND MOTORHOMES
- M MOTORHOMES
- P PORTAJONS
- WATER
- RESTROOMS WITH SHOWERS
- DUMPING STATIONS
- CABIN
- DUMPSTERS

BA Services keeps facilities clean, neat, and orderly. Responsible for grounds and landscaping for over 3,100 acres. This includes grass mowing, trimming, raking and sweeping throughout the campground and along the entrance roads. Also vacuuming, mopping, dusting, wiping, washing and other general care or cleaning of interior and exterior floors, walls, ceilings, doors, windows, facility fixtures and all adjacent grounds and walks.

BAS provides and maintains 20 dumpsters in the Campground and containers for trash and recycling to collect any refuse generated by the concession operations and by the patrons of the Campgrounds, Camp Store and Recreation Center. BA Services removes trash and recyclables daily throughout the State Park. BAS removes litter daily at all campsites and cabins. Campsites are raked, fireplaces cleaned with ashes removed and sites policed.

We maintain a website, Instagram, Facebook, and Twitter pages. We also accept online and phone reservations through ReserveAmerica.com reservation system.



Letter of Recommendation –



**RHODE ISLAND
DEPARTMENT OF ENVIRONMENTAL MANAGEMENT**

Division of Parks & Recreation
1100 Tower Hill Road
North Kingstown, RI 02852

Office 401-667-6200
Fax 401-667-3995
Website www.riparks.com

To Whom It May Concern:

This will serve as a letter of reference for BA Services, Inc. (BAS), operating the Burlingame State Campground in Charlestown, Rhode Island. Burlingame is 3,100 acres of rocky woodland that surrounds Watchaug Pond and features 810 campsites and cabins with 6 conveniently located restrooms with shower facilities, a large camp store located next to an arcade, a playground, freshwater beach, canoe rentals and hiking trails. The Rhode Island Department of Environmental Management (DEM) awarded the contract to BA Services in 2015, with 2016 being their first operating season.

BAS staffs the check-in station 24 hours a day when the season opens the second Friday of April through the Columbus Day weekend in October. They provide janitorial services for the restrooms, bath houses, arcade, and porta johns. BA Services also provides the grounds maintenance and landscaping services for the campground. On an average day 300 sites will be "turned over" to include trash removal, fire ring cleaning and prepping the site for the next camping guests.

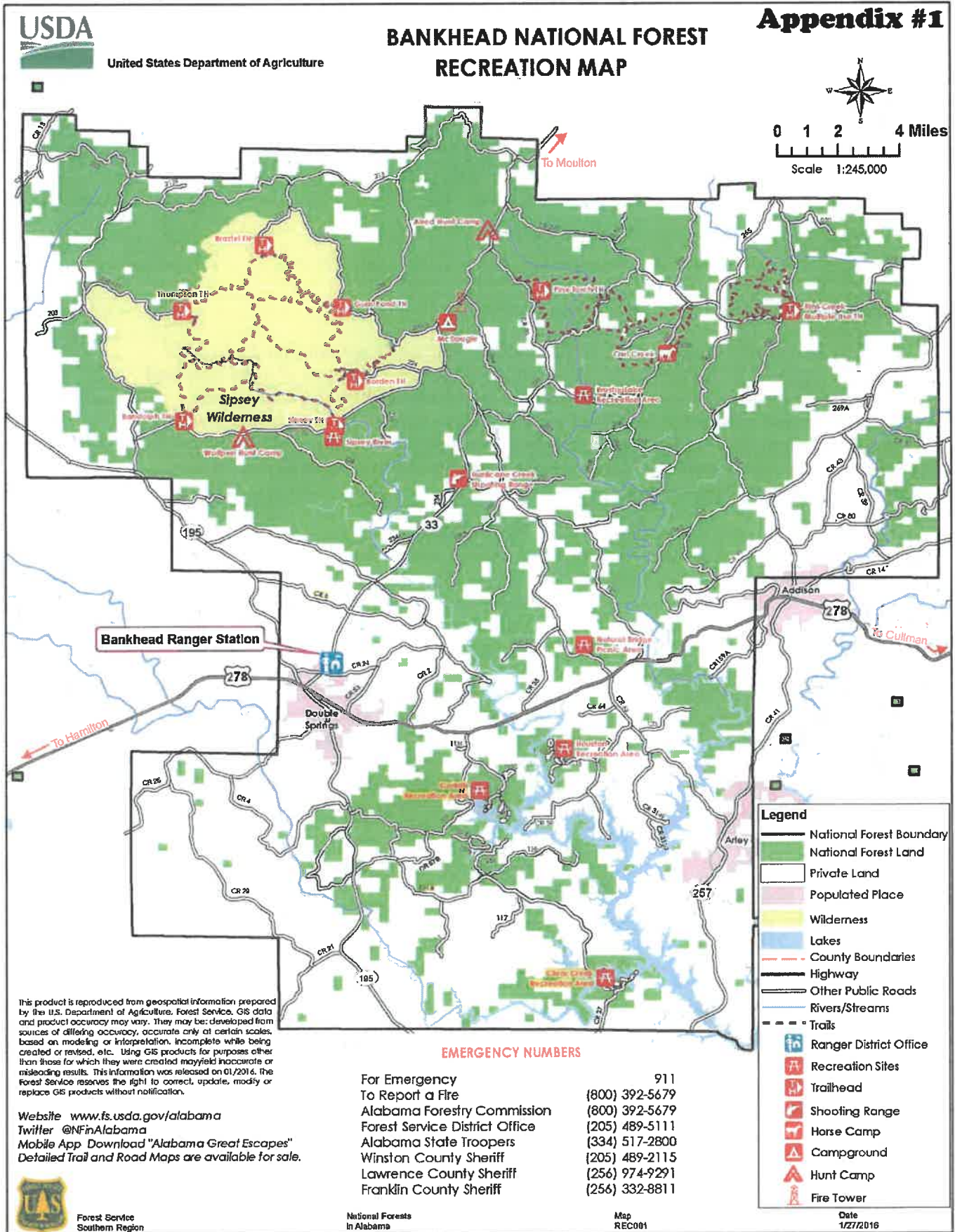
BAS works closely with the DEM and Park Rangers to ensure a safe and clean environment for all campers. BA Services works hard to provide superior customer service, handle customer complaints, and maintain sanitary conditions throughout the campground for our guests. In their first year of managing the campground they added 2 new check stations, making a total of 5 check in stations to help improve the wait time for the campers. They put in place state mandated COVID-19 protocols, adapting to changes and provided more staff to carry out additional cleanings during the pandemic.

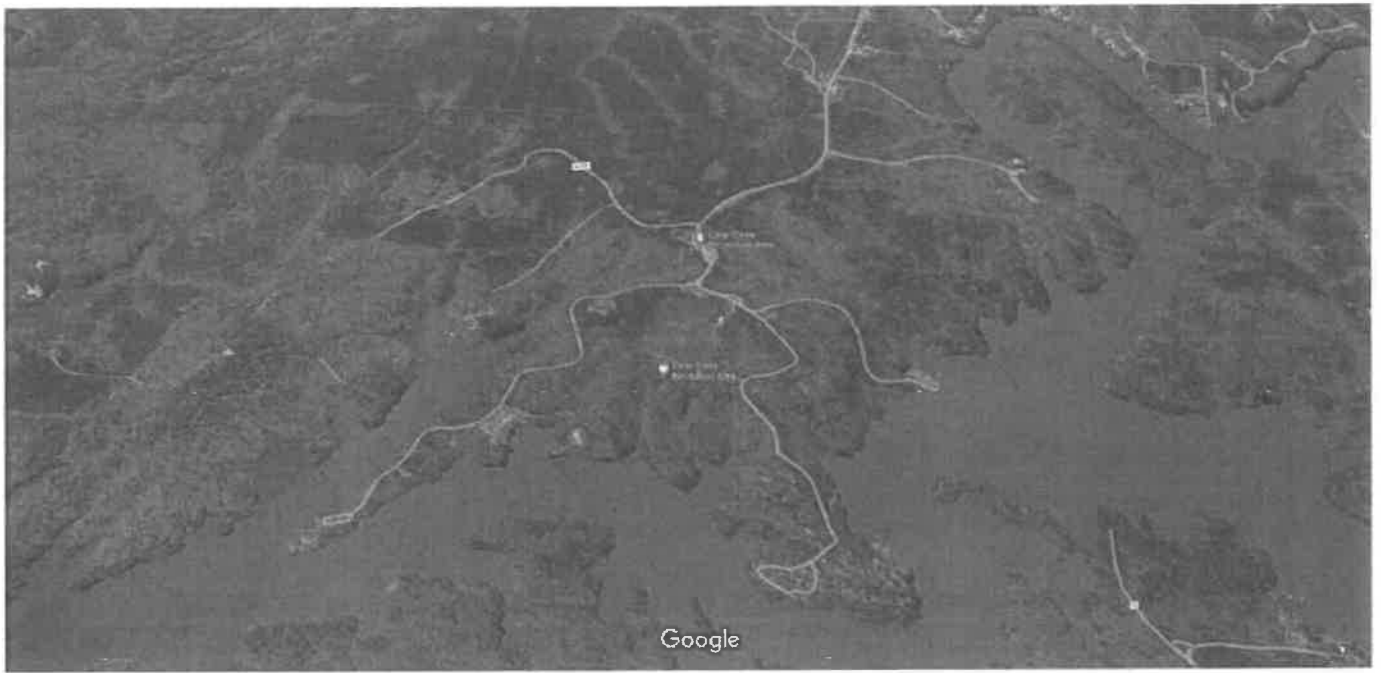
BA Services is responsive to the needs of Burlingame's campers and the DEM. It is my pleasure to work with them to achieve our collective goals.

Regards,
Kyle Cahoon, Regional Park Manager

A handwritten signature in blue ink that reads "Kyle Cahoon".

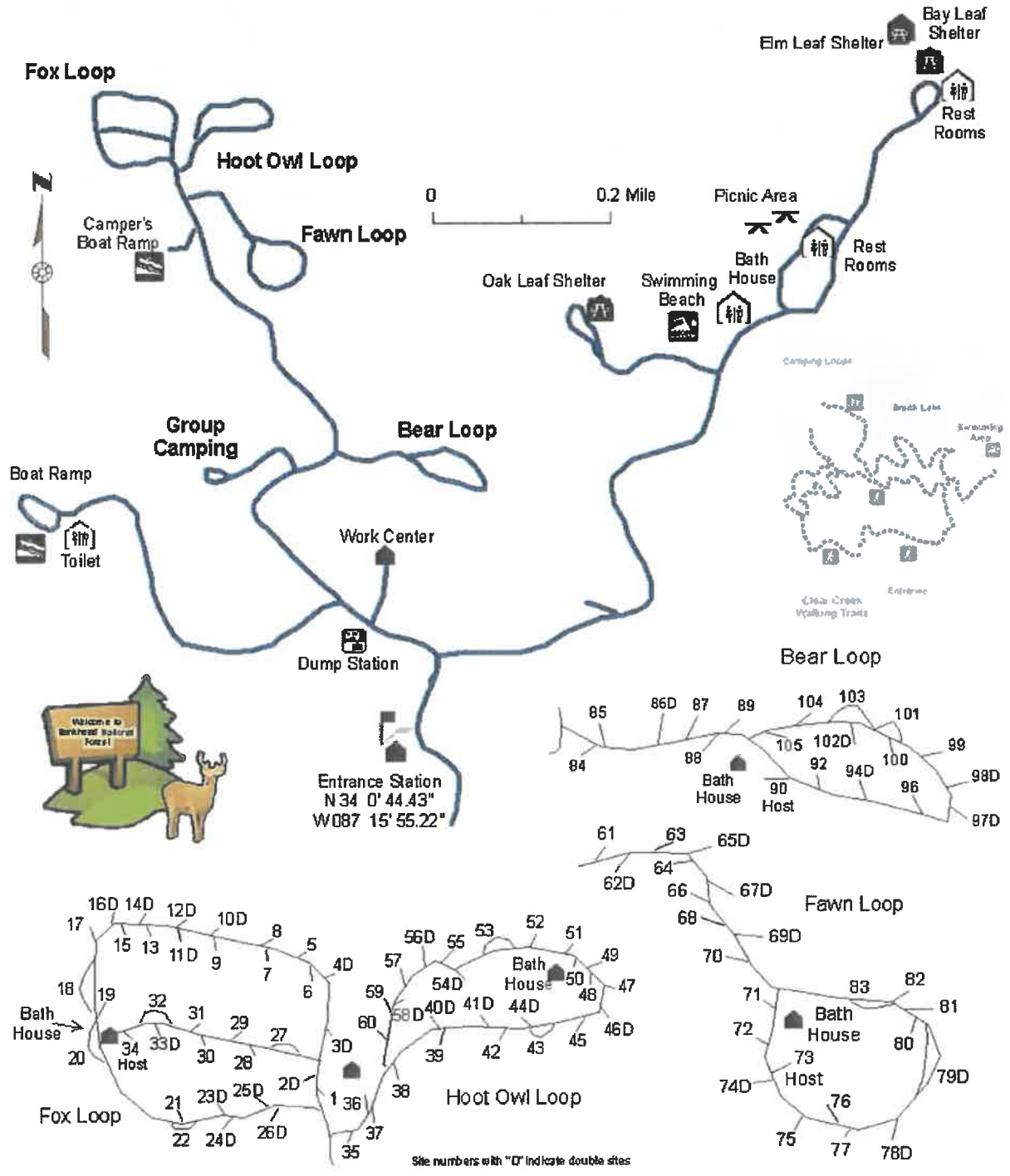
William B. Bankhead National Forest, Northwestern Alabama







The William B. Bankhead National Forest
Welcomes You to The
Clear Creek Recreation Area



Clear Creek Recreation Area rules:



The William B. Bankhead National Forest Welcomes You to The Clear Creek Recreation Area



For Clear Creek Information

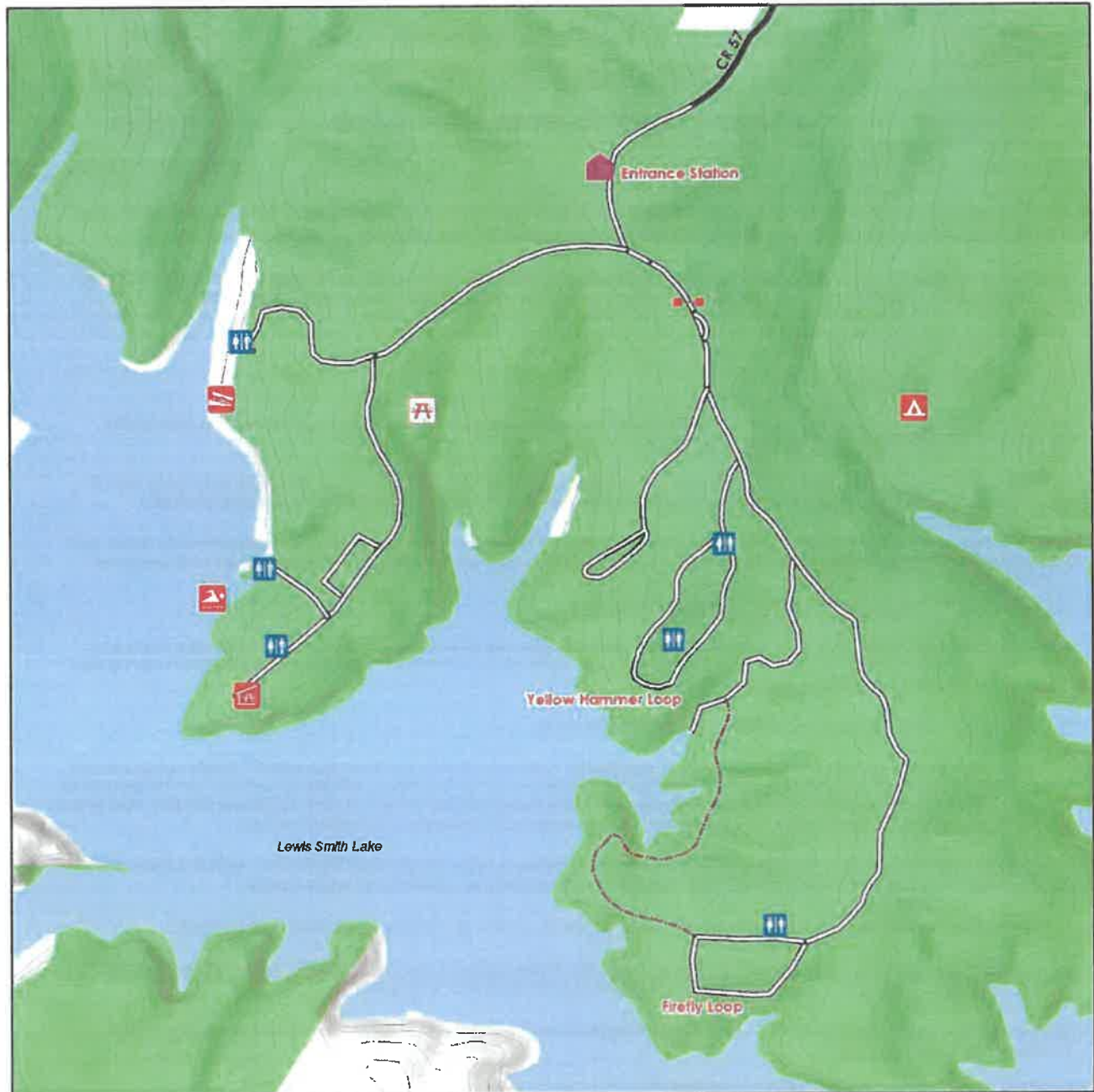
For Bankhead History

We are pleased and honored to have you as our guest. Please remember, this is a National Forest* and quiet hours are from 10pm to 7am and all children under 17 years of age must be on campsite at 10pm.

1. All tires on all vehicles must be parked on asphalt surfaces, not the gravel nor the grass at Clear Creek this by order of the Bankhead Ranger District. Save the grass for others to enjoy. Parking on vacant campsites is prohibited.
2. No alcoholic beverages allowed.
3. Please drive slowly. Children at play.
4. All pets must always be on a leash. Pets are prohibited on beach or in swimming area. Remember to keep pets under control and quiet. Please clean up after your pets.
5. Rain is a normal part of the weather in Alabama - no refunds are given for weather. Please leave the swimming area if thunderstorms or lightening occurs. In severe weather the bath houses will be open and used as storm shelters.
6. Fires belong in grills and nowhere else. Ashes or charcoal must be wet down - or leave them for us to remove. Never put ashes or charcoal in the forest or on the ground. You could cause a fire and be liable for criminal and/or civil penalties.
7. Firewood and ice are sold at the office or see your host.
8. **SWIM AT YOUR OWN RISK.** No lifeguard in beach area. Swimming is only allowed in the designated swimming areas and within the roped swimming buoys. Boats and personal watercraft are prohibited inside the boat buoys. They may be tied outside the area while operators visit the beach.
9. Pets are not allowed in the swimming area i.e. sand, grass or the water.
10. Campsite **MUST** be occupied the first night and cannot be left unattended over 24 hours thereafter. Single campsites are for 6 people and up to 2 vehicles. Double sites are for 12 people and up to 4 vehicles. Additional vehicles can be permitted (\$10.00 daily fee) and parked in over-flow parking area. If more than 6 people (single site) or 12 people (double site) spend the night, a second campsite is required. All visitors to the camping area must pay \$10.00 per vehicle.
11. Check out time for camping is 12:00pm. Check in time for camping is 2pm. Single sites 2 tents or 1 tent & 1 camper/RV. Double sites 4 tents or 2 tents & 1 camper/RV. Tents must be on the pad not in the grass or woods.
12. Golden Age and Golden Access Passports are honored for camping fees. The holder must always be present.
13. A fee must always be paid upon entering the recreation area. If the Entrance Station is closed, please call the after-hours number posted at the Entrance Station. For Day Use please self-pay at the "iron guard".
14. Shelter guests - be sure to unload at shelter but park in designated parking lot. Remember to clean up all litter, food, balloons, etc. before leaving.
15. Washing vehicles in the campground is prohibited.
16. Bike riding around bath houses or bike riding after dark is prohibited.
17. Motorized and/or battery-operated vehicles including hover-board riding is allowed in designated area only. ATVs, UTVs, side-by-sides & golf carts are not allowed in the Recreation Area. Persons operating on the recreation roadways must have a valid state drivers license. Please remember this is a National Forest not an amusement park. ;-)
18. No fireworks
19. To make a reservation go to Recreation.gov or call customer service @ 1-877-444-6777.

*If any rules are violated, violators will be escorted off the property by a US Forest Ranger and no refund will be issued. *Please enjoy your stay...*

And the Corinth Recreation Area:



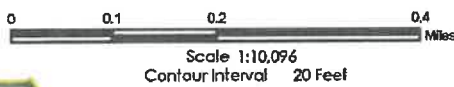
United States Department of Agriculture

Corinth Recreation Area

WILLIAM B. BANKHEAD NATIONAL FOREST



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Forest Service
Southern Region

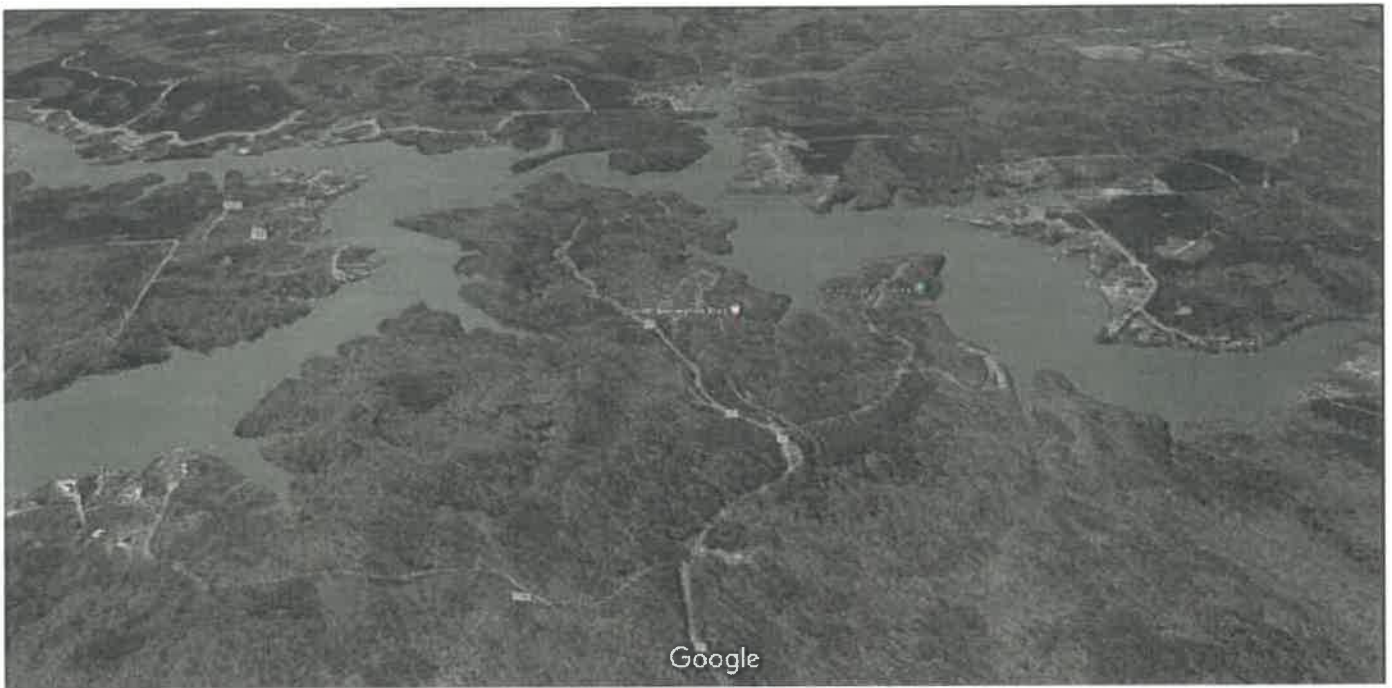
National Forests
in Alabama

Map
REC003-3

Date
3/9/2016

Legend

- National Forest Land
- Lakes
- Other Building Facilities
- Forest Service Roads
- County Roads
- Contour Lines
- Hiking Trail
- Campground
- Boat Ramp
- Swimming Area
- Day Use Area
- Picnic Shelter
- Toilet Facilities
- Electronic Gate

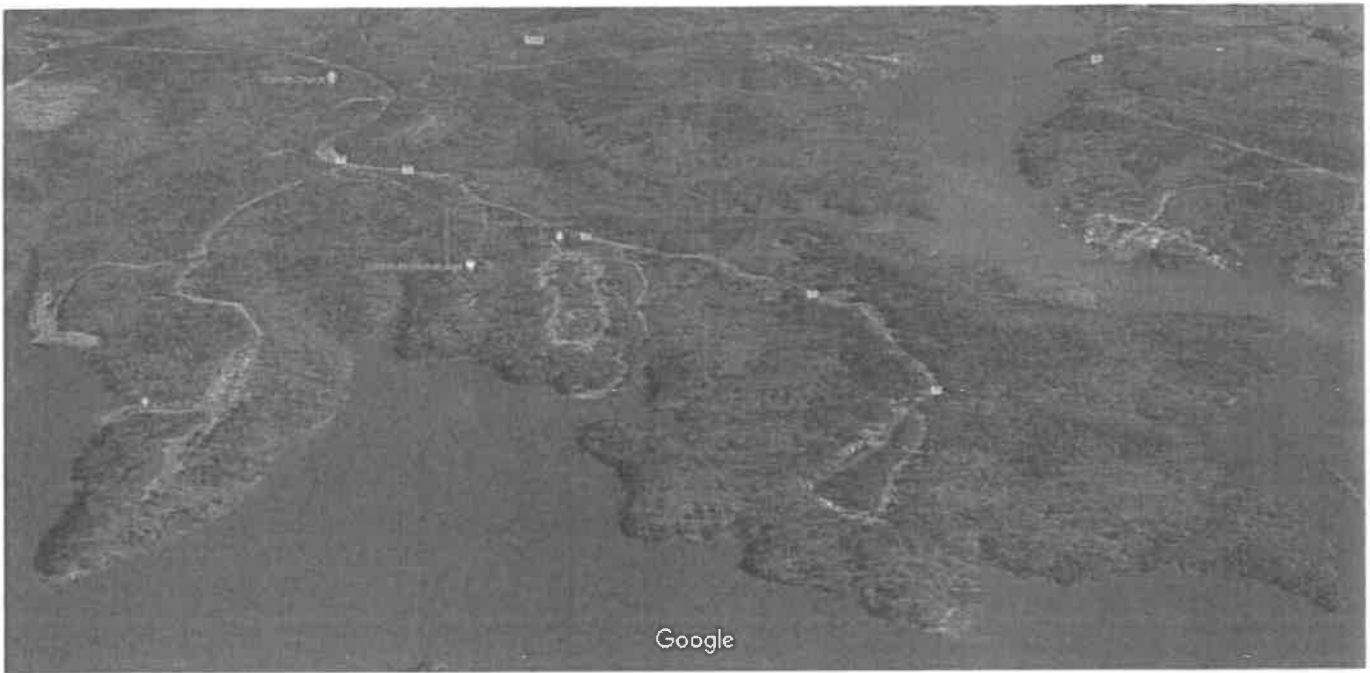


The Corinth Recreation Area, initially built in the 1960s and renovated in 1998, is located on the upper part of Lewis Smith Lake in Winston County. The campground itself has two paved loops with paved parking spurs and offers 50 single-family RV campsites. Each campsite has water, 50-amp and 30-amp electrical and sanitary hookups, a fire ring, a picnic table, and lantern posts. Each of the loops has a bathhouse with flush toilet and showers. A trailer dump station is located within the recreation area. All sites are level and spacious, and most sites accommodate RV's over 40 feet in length. Single campsites accommodate up to six people and two vehicles. Corinth also offers eight rustic tent camping sites with nearby community hydrants and a bathhouse in the vicinity. No garbage bins are in the campground; users are required to pack out trash and deposit it in the dumpsters by the dump station. An entrance station with an electronic gate is available to control access to the campground.

The day use portion of the recreation area focuses on the swimming beach, served by a bathhouse with an outdoor beach shower. Twenty-nine family picnic sites are available nearby, and paved access paths connect all. Near the beach is a 100-person group picnic pavilion, with a flush toilet that serves both it and a portion of the picnic sites. A 1.25-mile hiking path is located along the shoreline of the lake. A year-round boat launch is available, with an SST vault toilet; and it has boat/trailer parking. A separate boat launch is available to the campground.



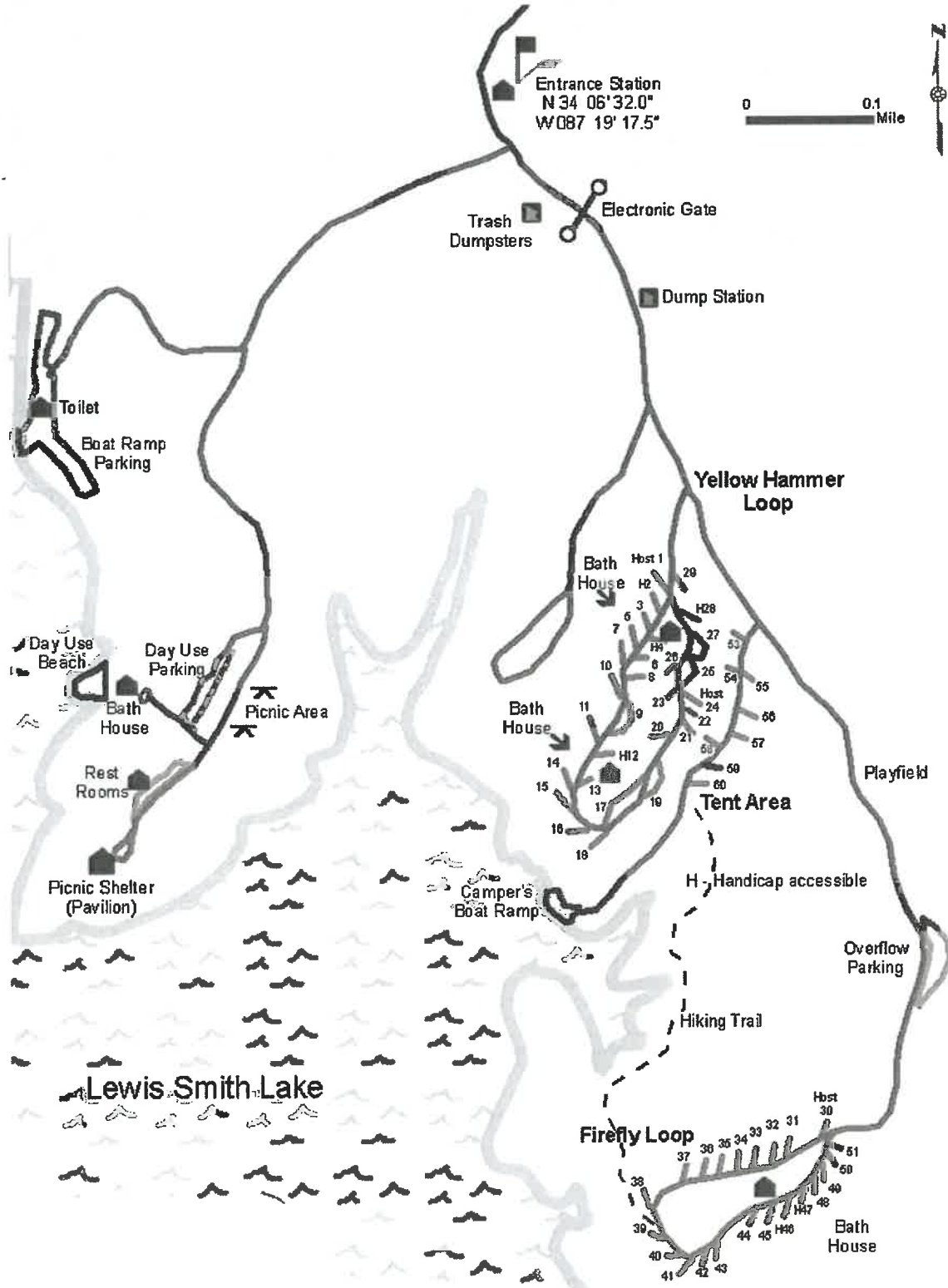
Characteristics of Developed Recreation Sites Site	Corinth Recreation Area
Communications	Telephone hookups at Entrance Station and 2 CG host sites.
Utilities	Water, electricity, and septic at every site
Drinking Water	Double Springs Water Authority Municipal Hookup.
Toilet/Shower Type	1 - 4-unit CG Toilets w/showers. 1- 6-unit Day use Toilet w/showers. 1- 4-unit Day use Toilet w/o showers. 1- Outdoor Shower. 1 - SST w/ 1000 gal. vault.
Toilet Vault Capacity	Day use area – Two (2) Lift Stations, two (2) 2000-gallon septic tanks, one (1) 1500-gallon septic tank. Campground – Two (2) Lift Stations, Eight (8) 2000-gallon septic tanks. Entrance Station – One (1) Lift Station, one (1) 2000-gallon septic tank.
Additional Buildings	Entrance Station.
Forest Service Dumpsters	None
Trash Bin Type	22 Trash Bins, 2 dumpsters provided by contractor.
Accessibility	8 tent camping sites, most other sites are barrier free.
Elevation	600 feet
Number of Camping Units	62 Total – (6 people at one time) 52 Singles with water, electric & sewage hook-ups. 8 rustic tent sites. 2 Campground Host sites with water, electric & sewage hook-ups.
Number of Picnic Units	29 Family (5 people at one time) Corinth Pavilion Group Site (100 people at one time)
2021 Fee Per Unit	Annual Day Use Pass: \$65.00 per vehicle Day Use: \$10.00 per vehicle Dump Station: \$6.00 Single Standard Electric: \$36.00/night Tent Sites: \$18.00/night Group Pavilion: \$50.00/day
Operating Season	March 15 – October 31 Day use boat ramp and hiking access are year-round.
Three-Year Average Gross Revenue (2016-2018)	\$101,460
2020 Gross Revenue	\$177,088 (74.5% increase above the average annual gross revenue)



BA Services, the Bankhead Ranger District and the campers at Clear Creek & Corinth navigated the pandemic without closing down during the 2020 season. Working diligently with the Forest Service, CDC & National Forest Recreation Association (NFRA) we were able to morph our services to meet the changing demands of COVID-19. The concession experienced the performance recorded by eclipsing \$500,000 in gross sales for the year. Sales for 2021 increased over '20 and sales in '22 outpaced 2021.



The William B. Bankhead National Forest Welcomes You to The Corinth Recreation Area



Corinth Recreation Area rules:



The William B. Bankhead National Forest Welcomes You to The Corinth Recreation Area



For Corinth Information

For Bankhead History

We are pleased and honored to have you as our guest. Please remember, this is a National Forest* and quiet hours are from 10pm to 7am and all children under 17 years of age must be on campsite at 10pm.

1. All tires on all vehicles must be parked on asphalt surfaces, not the gravel nor the grass at Clear Creek this by order of the Bankhead Ranger District. Save the grass for others to enjoy. Parking on vacant campsites is prohibited.
2. No alcoholic beverages allowed.
3. Please drive slowly. Children at play.
4. All pets must always be on a leash. Pets are prohibited on beach or in swimming area. Remember to keep pets under control and quiet. Please clean up after your pets.
5. Rain is a normal part of the weather in Alabama - no refunds are given for weather. Please leave the swimming area if thunderstorms or lightening occurs. In severe weather the bath houses will be open and used as storm shelters.
6. Fires belong in grills and nowhere else. Ashes or charcoal must be wet down - or leave them for us to remove. Never put ashes or charcoal in the forest or on the ground. You could cause a fire and be liable for criminal and/or civil penalties.
7. Firewood and ice are sold at the office or see your host.
8. **SWIM AT YOUR OWN RISK.** No lifeguard in beach area. Swimming is only allowed in the designated swimming areas and within the roped swimming buoys. Boats and personal watercraft are prohibited inside the boat buoys. They may be tied outside the area while operators visit the beach.
9. Pets are not allowed in the swimming area i.e. sand, grass or the water.
10. Campsite **MUST** be occupied the first night and cannot be left unattended over 24 hours thereafter. Single campsites are for 6 people and up to 2 vehicles. Double sites are for 12 people and up to 4 vehicles. Additional vehicles can be permitted (\$10.00 daily fee) and parked in over-flow parking area. If more than 6 people (single site) or 12 people (double site) spend the night, a second campsite is required. All visitors to the camping area must pay \$10.00 per vehicle.
11. Check out time for camping is 12:00pm. Check in time for camping is 2pm. Single sites 2 tents or 1 tent & 1 camper/RV. Double sites 4 tents or 2 tents & 1 camper/RV. Tents must be on the pad not in the grass or woods.
12. Golden Age and Golden Access Passports are honored for camping fees. The holder must always be present.
13. A fee must always be paid upon entering the recreation area. If the Entrance Station is closed, please call the after-hours number posted at the Entrance Station. For Day Use please self-pay at the "iron guard".
14. Shelter guests - be sure to unload at shelter but park in designated parking lot. Remember to clean up all litter, food, balloons, etc. before leaving.
15. Washing vehicles in the campground is prohibited.
16. Bike riding around bath houses or bike riding after dark is prohibited.
17. Motorized and/or battery-operated vehicles including hover-board riding is allowed in designated area only. ATVs, UTVs, side-by-sides & golf carts are not allowed in the Recreation Area. Persons operating on the recreation roadways must have a valid state drivers license. Please remember this is a National Forest not an amusement park. ;-)
18. No fireworks
19. To make a reservation go to [Recreation.gov](https://www.recreation.gov) or call customer service @ 1-877-444-6777.

*If any rules are violated, violators will be escorted off the property by a US Forest Ranger and no refund will be issued. Please enjoy your stay...

Letter of Recommendation --



Forest Service

National Forests in Alabama
Bankhead Ranger District

1070 Hwy 33 North
P.O. Box 278
Double Springs, AL 35553
205-489-5111

File Code: 2340

Date: June 8, 2021

Route To:

Subject: Concessionaire Prospectus

To: Kathy Minor, Acting Forest Supervisor

Dear Ms. Minor,

BA Services, Inc. received a new Granger-Thye concessionaire permit to operate two developed recreation areas on the Bankhead Ranger District, National Forests in Alabama, in January 2020. While new to working with the Forest Service, they have been a pleasure to work with due to their responsiveness, flexibility and creativity, internal skill sets, and interest and willingness to become part of the community they serve. These successes are even more impressive considering they began operations in the spring of 2020, right when the global Covid19 pandemic began. The Bankhead Ranger District has two full-service campgrounds totaling 154 RV camping locations, eight tent sites, two group camping spots, multiple bathhouses, three group shelters, 96 picnic areas, three boat ramps, two swimming beaches, and several trails, all on the beautiful Lewis Smith Lake, an Alabama Power-managed reservoir. These locations were built or renovated last in 1988 and 1997, so they each have significant infrastructure concerns.

As a new G-T permittee, BA Services has very quickly adapted to working with the USFS, both in terms of permit management and the myriad idiosyncrasies inherent in our situation. They have been very responsive to all requests, whether it is something related to permitting issues, water leaks or customer service issues. As they continue to grow in their management, they also show excellent foresight and creativity. For example, BA Services was one of the only concessionaire operations that managed to stay open for the entire pandemic in the Southern Region because they were very proactive in securing proper PPE and were adaptive to CDC and USFS guidance. They found international PPE sources that no one else was able to find and met all CDC requirements to maintain limited operations.

BA Services has shown excellent internal capacities for campground maintenance yet has also worked hard to become a collaborative member of the community. They can handle many electrical, plumbing, and carpentry-related needs with their personnel, reducing downtime and protecting our visitors and the environment. They have also worked hard to hire local employees and become a member of the local business community. Jasper, Alabama, received a Recreation Economy for Rural Communities grant, and BA Services was keen to participate and foster collaborative relationships with the local city and communities.

Lastly, but maybe most importantly, BA Services appears to be very good with customer service. As Acting District Ranger, I generally only hear of major, sustained complaints from visitors. I



Kathy Minor, Acting Forest Supervisor

2

hope that the concessionaires can resolve complaints with my recreation program staff to the extent possible. We have had the fewest complaints in the last year versus the previous four years, and those were specifically related to USFS policies, not to BA Services.

WILLIAM
ADDISON

Digitally signed by WILLIAM
ADDISON
Date: 2021.06.08 10:56:33 -0500

WILLIAM ADDISON
Acting District Ranger

Totem Pole Park – Freedom, New Hampshire



BA Services entered this industry in 2012 when we were awarded the contract to manage Totem Pole Park. Located on the Shore of beautiful Lake Ossipee in the sleepy town of Freedom, New Hampshire, Totem Pole Park is a Private Condominium Campground Resort.

The Park contains 459 units and extensive community amenities including a large sandy beach on Ossipee Lake, tennis court, large rec center, mini golf course, volleyball, shuffleboard, softball field, playgrounds, bocce, picnic area, 75-boat docks, mooring lottery, boat/RV storage, laundromat, library, post office, arcade, store, snack bar, fishing pond, activities for all ages, bands and more. Summer and Winter recreational opportunities abound!

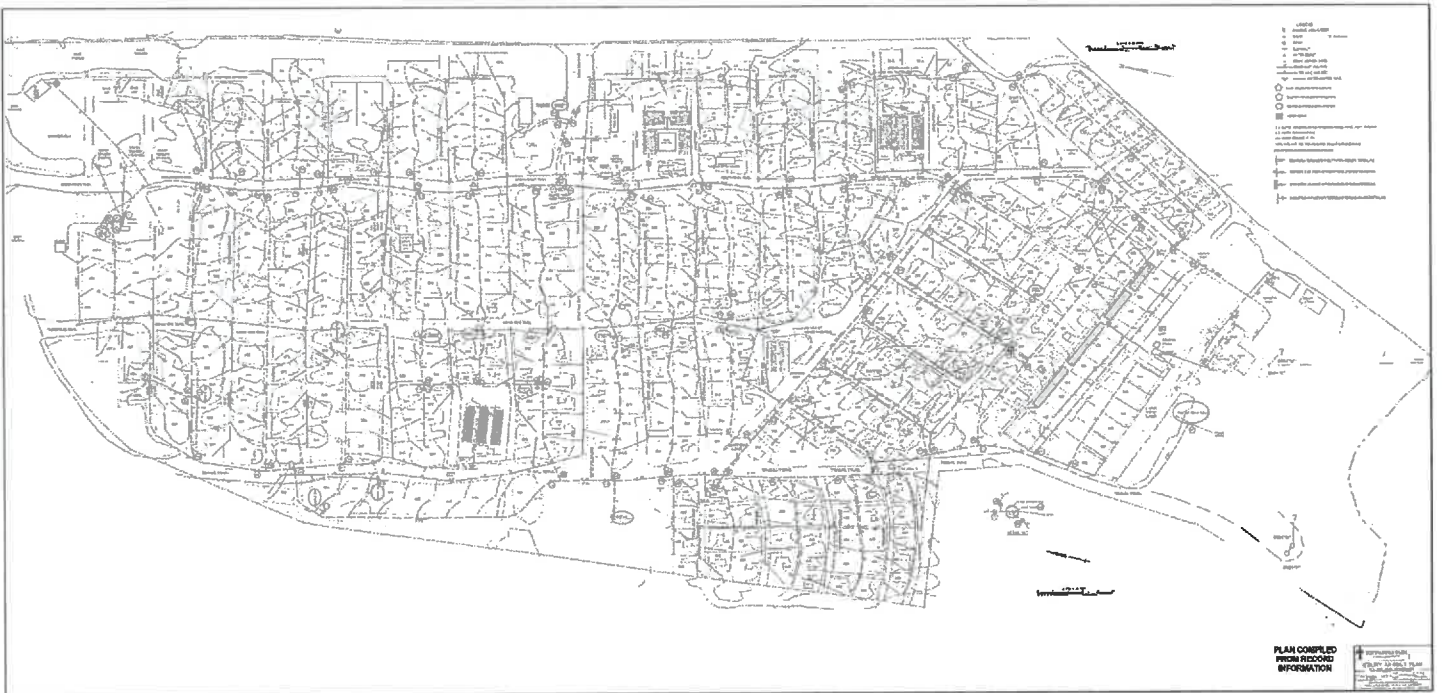
We maintain over 90 acres of property for Totem Pole Park Association and provide the following 24-hour on-site services: grounds maintenance, nearly 5 miles of snow removal (including 2 large parking lots), mowing 25 acres (including a baseball field, pond area & playgrounds) and janitorial services for 30 bathrooms, a large community building, a store/kitchen and a laundromat. We stock, staff, and manage the store/snack bar that does more than \$80,000 in sales seasonally. BAS provides nighttime security and daily registration at this location with over 30 full and part time employees.



Totem Pole Campground is a family orientated park. BA Services is responsible for creating a “Children's Activities Schedule” that runs for June, July & August. It consists of hourly activities from 9am-5pm 7 days a week. Every night for 1-2 hours we offer a “Family Activity”. On Saturdays and Holidays, we provide live entertainment such as bands, hypnotist, comedians and more. There is a huge emphasis on security at the park in order to maintain such a “kid friendly & family orientated” park. Our Security team ensures the safety of the park, enforcing a 11pm quiet hour, campfires out at 12am & enforcing the 10-mph rule and any other calls they may receive.

Totem Pole Park, Freedom, New Hampshire

Water & Sewer Line Map



Letter of Recommendation --



**Totem Pole Park
Condominium Owners Association
Board of Directors**

4 Totem Pole Rd. Freedom, NH. 03836

January 15, 2023

Subject: Referral for Eric McCue, BA Services Inc.

To: whom it May Concern

I have known Eric McCue for eight years that he has had the Management Contract to Manage Totem Pole Park Condominiums Campground, which is 456-unit deeded lot Campground.

In our facility we have a large recreational hall, a sewer system with five separate What septic systems, several bathrooms, commercial property with a snack bar, convenience store, two rental apartments, arcade and a laundry. Eric manages the commercial property, including ordering all inventory and hiring all personnel.

Our water System is a well System with two large holding tanks.

We have a tennis court, softball field, several playgrounds, Bocce courts, several horseshoe pits and lake front with 900 feet of shoreline, beach, boat ramp, mooring field and picnic areas.

Eric and his team are responsible for all the maintenance and cleaning for the entire facility. They are also responsible for snow plowing in winter and we have over 100 owners who winter camp so he manages plowing if all streets per Town of Freedom standards and over 100 driveways.

We also have entertainment nightly from end of June through Labor Day which Eric and his team do all the bookings.

Also, during the summer season, Eric and his team provide activities for children and adults during the day which can include group games, sports, yoga, line dancing, trivia, scavenger hunts, just to name a few.

Eric has been a very dedicated, hardworking hands-on manager throughout the entire eight years and his maintenance expertise as well as his team's excellent ability to plan activities and entertainment has truly made Totem Pole Park a better place with him managing.

I have been President of the Association three different times over 20 years, and multiple Management Companies, but Eric and BA Services has been the best at maintaining our park and enhancing the offerings to our owners.

I would highly recommend Eric and BA Services to Manage and/or operate any Park or facility.

Respectfully,

A handwritten signature in blue ink that reads "Joseph Dennis Gould". The signature is written in a cursive style.

Joseph Dennis Gould, President - 617-257-4847

Board of Directors

Totem Pole Park

Characteristics of Developed Recreation Sites Site	Clear Creek Recreation Area
Communications	Telephone hookups at Entrance Station and 4 Campground host sites.
Utilities	Water, electricity at each campsite and water, electricity, and septic at each host site
Drinking Water	Curry Water Authority Municipal Hookup.
Toilet/Shower Type	Five (5) 4-unit Campground Toilets with showers. One (1) 6-unit Day use Bathhouse with showers. Three (3) 4-unit Day use toilets without showers. One (1) Outdoor shower. One (1) 4-unit Group Campground Toilet w/showers
Toilet Vault Capacity	Day Use Area – Four (4) Lift Stations, two (2) 2000-gallon septic tanks, two (2) 1500-gallon tanks, four (4) 1000-gallon tanks, and two (2) 750-gallon tanks. Campground – Six (6) Lift Stations, five (5) 2000-gallon septic tanks, and seven (7) 1500-gallon tanks. Entrance Station – One (1) Lift Station, two (2) 750-gallon septic tanks.
Additional Buildings	Entrance Station & Work Center.
Forest Service Dumpsters	None
Trash Bin Type	42 Trash Bins, 6 Dumpsters provided by contractor
Accessibility	2 picnic sites, most other sites are barrier free.
Elevation	600 feet
Number of Camping Units	104 Total 70 Single sites, 6 people at one time. 32 Double sites, 12 people at one time. Acorn Group campsite, 25 people at one time. Bent Twig Group campsite, 25 people at one time. (5 Host sites: water, electric, sewage)
Number of Picnic Units	53 Family (5 people at one time) Oak Leaf Pavilion Group Site (50 people at one time) Elm Leaf Pavilion Group Site (50 people at one time) Bay Leaf Pavilion Group Site (50 people at one time)
2021 Fee Per Unit	Annual Day Use Pass: \$65.00 per vehicle Day Use: \$10.00 per vehicle Dump Station: \$6.00 Single Standard Electric: \$30.00/night Double Standard Electric: \$52.00/night Group Camping: Acorn & Bent Twig \$75.00/night Group Pavilion: Bay & Elm \$45.00/day, Oak \$50.00/day
Operating Season	March 15 – October 31 Day use boat ramp and hiking access are year-round
Three-Year Average Gross Revenue (2016-2018)	\$223,754
2020 Gross Revenue	\$322,415 (44% increase above the average annual gross revenue)

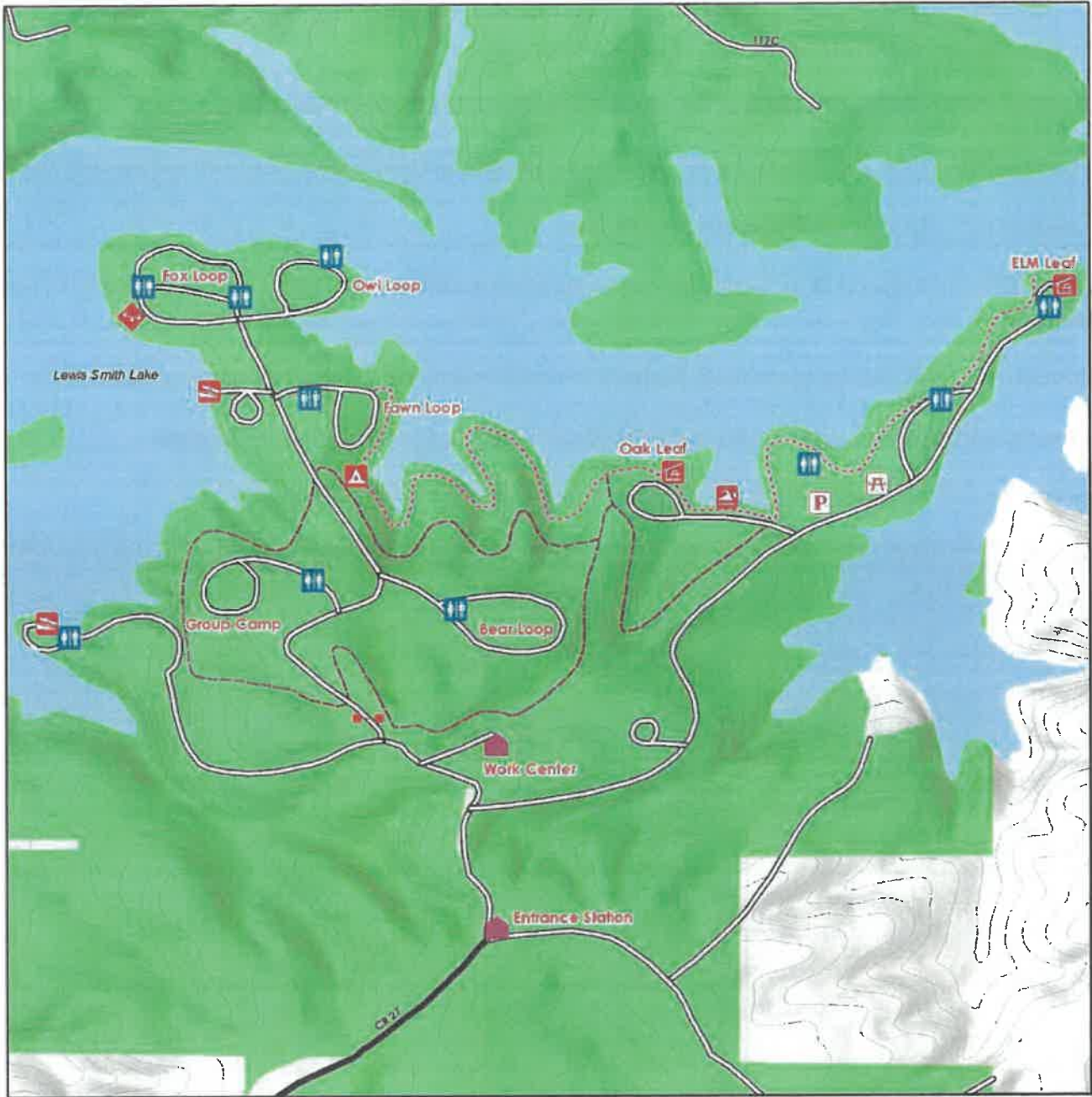
The Clear Creek Recreation Area, constructed in 1986, is in Winston County, about 13 miles north of Jasper, AL. It is the largest recreation area on the shores of Lewis Smith Lake, giving direct recreational access to the lake via the day use boat launch, to boating, water skiing, personal watercraft use, as well as fishing for largemouth bass, striped bass, and crappie. It is one of the most popular recreation areas in the state.

The campground itself has four paved loops with paved parking spurs, and offers 102 RV campsites, including 32 double sites; 11 of these are pull-through sites. Each campsite has water and electrical hookups, a fire ring, picnic table, and lantern post; the five host sites also have sanitary sewage hookups and a telephone line. All campsites have 50-amp and 30-amp electrical service. There is a trailer dump station located within the recreation area. Each of the four loops has a bathhouse with flush toilets and showers. All sites are level and spacious; Single campsites accommodate up to six people and two vehicles; double sites up to twelve people and four vehicles. Sites located on the lakeshore are accessible by boat and justify a higher camping fee. No garbage dumpsters are in the campground; users are required to pack out trash and deposit it in the dumpsters by the dump station. An entrance station with an electronic gate is available to control access to the campground. Two group camping areas, available by reservation only, accommodate up to 25 tent campers each and share a bathhouse with flushing toilets and showers.

The day use portion of the recreation area focuses on the swimming beach, served by a bathhouse with flushing toilets and showers. Next to the beach is a 50-person group picnic pavilion, with a flush toilet. On the other side of the beach lies a picnic area with 53 family units, all connected by paved paths. On the point, adjacent to the lake, are two more 50-person picnic pavilions, served by a nearby flush toilet. A 1.5-mile paved bicycle trail connects the campground to the day use area. Also, there is the 2.5-mile Raven Cliffs hiking trail in the day use area. Use of the picnic pavilions is by reservation only; users also pay the day use fee as they park in the facility. A year-round boat launch is available with an SST vault toilet and boat/trailer parking.



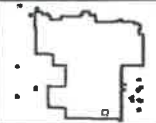
Clear Creek Recreation Area:



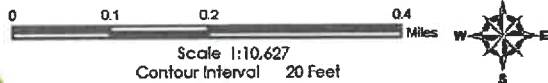
United States Department of Agriculture

Clear Creek Recreation Area

WILLIAM B. BANKHEAD NATIONAL FOREST



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Forest Service
Southern Region

National Forests
in Alabama

Map
REC003-2

Date
3/14/2016

Legend

- | | | |
|---------------------------|-----------------|-------------------|
| National Forest Land | Day Use Area | Play Area |
| Lakes | Campground | Parking |
| Other Building Facilities | Picnic Shelter | Toilet Facilities |
| Forest Service Roads | Boat Ramp | |
| County Roads | Swimming Area | |
| Contour Lines | Electronic Gate | |
| Hiking Trail | | |
| Walking/Bicycle Trail | | |

Bankhead National Forest Concession Timeline:

July 10th, 2019, BA Services attended a site visit in the Bankhead National Forest to compete for the Permit to operate the Clear Creek & Corinth Recreational Areas.

August 9th, 2019, BAS proposal was submitted to the Bankhead for consideration.

November 21st, 2019, BA Services got notice verbally that the Concession was to be awarded to BAS.

December 18th, 2019 received formal award notice.

January 28th, 2020 Special Use Permit signed at the Bankhead Ranger District office in Double Springs, Alabama.

February 10th, 2020 BA Services team is onsite to assess, clean and prepare for opening day.

Friday the 13th of March, 2020 BAS opens the Clear Creek & Corinth Recreation Areas.

Monday the 16th, of March, 2020 the world is engulfed in the COVID-19 pandemic.





SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

VI

BUSINESS

~ B ~

REQUESTED BY:	Town Moderator ~ Dan Silverman
DESIRED ACTION:	To discuss with the selectboard the date, time and location of the Annual Spring Town meeting
PROPOSED MOTION:	I move to approve the Wellfleet Annual Town meeting be held on Monday April 24, 2023 at 6pm to be held in the gymnasium of the Wellfleet Elementary School.
SUMMARY:	
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

Rebekah Eldridge

From: Moderator
Sent: Tuesday, February 7, 2023 9:33 AM
To: Rebekah Eldridge
Cc: Rebecca Roughley; Ryan Curley; Richard Waldo; Jennifer Congel
Subject: Re: Town Meeting

Hi Rebekah (et al)

Yes, I can be at the 2/21 SB meeting to discuss Town Meeting.

And yes, it should return to the WES gym.

My preference is for a Saturday meeting with a start time of 10 AM, but I know that may be a minority view. I also know that Jennifer Congel has a conflict on Saturday, Apr 29, so that date's out, so given the charter's set date for annual elections, it looks like Monday, 4/24 will probably be the default, with a 6 PM start time for the meeting.

(In my view, the Charter provision that specifies a date for the town election should also be changed at some point, so the SB have some latitude to set the date if circumstances make it necessary to also move the date of town meeting).

My only other request is that the SB limit the warrant to a reasonable number of articles so that we don't need two nights. If we need a fall town meeting to deal with additional matters, that would be better (in my humble opinion) than a lengthy spring meeting.

Dan

Dan Silverman
Town Moderator
Moderator@wellfleet-ma.gov

On Feb 6, 2023, at 11:03 AM, Rebekah Eldridge <Rebekah.Eldridge@wellfleet-ma.gov> wrote:

Good Morning Dan,

It is that time of year again where we discuss town meeting. February 21, 2023 the selectboard is going to discuss the date, time and location of the meeting. Can you be on that meeting and what are your thoughts?

What else do we need for this? I am thinking you want it back on the 4th Monday in April and that you would prefer † to be at the elementary school again? (inside not out) I am open for any thoughts and recommendations.

Thanks Rebekah

<image001.png>

Rebekah L . Eldridge
Executive Assistant to the Town Administrator
(508) 349-0300 ext 1100
774-383-2609 (cell)
M-F 8am-12noon; 1pm-4pm



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

VI

BUSINESS

~ C ~

REQUESTED BY:	Town Administrator ~ Richard Waldo
DESIRED ACTION:	To officially open the Annual Town Meeting Warrant
PROPOSED MOTION:	I move to approve the annual town meeting warrant be opened tonight February 21, 2023
SUMMARY:	
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____



ANNUAL TOWN MEETING

Monday April __, 2023

7:00 PM

at

Wellfleet Elementary School

100 Lawrence Road, Wellfleet, MA

&

SPECIAL TOWN ELECTION

May __, 2023

at

12:00 Noon to 7:00 PM

Wellfleet Senior Center

715 Old King's Highway

V.1

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FINANCIAL & PROPOSITION 2½ TERMS

Chapter 59, section 21C of the Massachusetts General Laws is commonly referred to as Proposition 2½ (Prop. 2½) or the Tax Limiting Law for Cities and Towns in Massachusetts.

LEVY: The property tax levy is the revenue a Town can raise through real and personal property taxes. The property tax levy is the largest source of revenue for the Town.

LEVY CEILING: This is the maximum the levy can be. The ceiling equals 2.5% of the Town's full and fair cash value. The levy ceiling is equivalent to a tax rate of \$25.00.

LEVY LIMIT: The maximum the levy can be in a given year. The limit is based on the previous year's levy limit plus certain allowable increases, such as debt exclusions.

LEVY LIMIT INCREASE: The levy limit automatically increases each year by 2.5% of the previous year's levy limit.

NEW GROWTH: New construction and new parcel subdivision may also increase the Town's levy limit.

OVERRIDE: A community can permanently increase its levy limit by successfully voting at a referendum to exceed the limits. A community may take this action as long as it is below the levy ceiling.

DEBT EXCLUSION: This type of override ballot question can be placed on a referendum by a two-thirds vote of the Selectboard. If a majority of the voters approve the ballot question, the Town's levy limit is increased only for the amount voted at the referendum for the life of that debt only. The levy limit increase may exceed the Town's levy ceiling.

DEBT SERVICE: The repayment cost, usually stated in annual terms and based on an amortization schedule, of the principal and interest owed on any particular bond issue.

ENCUMBRANCE: A reservation of funds to cover obligations chargeable to but not yet paid from a specific appropriation account.

CAPITAL OUTLAY EXPENDITURES EXCLUSION: This type of override ballot question can be placed on a referendum by a two-thirds vote of the Selectboard. If a majority of the voters approve the ballot question, the additional amount for the payment of the capital project cost is added to the levy limit or levy ceiling only for the year in which the project is being undertaken.

CONTINGENT VOTES: Chapter 59, section 21C (m) permits a Town Meeting to appropriate funds contingent upon passage of a referendum question (OVERRIDE/DEBT EXCLUSION). A contingent vote does not automatically result in an override referendum. An override referendum can only be called by the Selectboard. If a referendum is called by the Selectmen, it must take place within forty-five days of the Town Meeting vote.

TOWN MEETING PROCEDURES

A quorum of 6% of the Town's registered voters must be present to conduct business (Charter: Sect. 2-1-3).

Voters are identified by voter cards issued when they check in with the registrars at the beginning of the meeting.

Only voters may participate in voice votes. In case of a counted vote, voters will be identified by their voter cards.

Non-voters who have been admitted to the meeting must sit in the section designated for them. Non-voters who may wish to speak must identify themselves and may address the meeting only by permission of the Moderator (Charter: Sect. 2-1-2).

No voter will be allowed to speak until recognized by the Moderator.

Voters and others recognized to address Town Meeting may only speak twice to any motion or amendment unless authorized by the Moderator (Charter: Sect. 2-7-8).

All motions or amendments must be in writing and be legible. Exceptions for very simple motions or amendments are at the discretion of the Moderator (General Bylaws: Sect. II-2).

The order of consideration of the Articles as printed in the Warrant may be changed only by a 2/3 majority vote (Charter: Sect. 2-7-4).

A motion for indefinite postponement, if passed, ends any action on the motion currently being debated. It may only be made after a voter has been recognized and may not come at the end of a speaker's remarks. It is fully debatable to the same extent as the main motion under consideration.

A motion to end debate (known as a "motion for the previous question") may only be made by a voter who has been recognized. Anonymous calls from voters to "call the question" are out of order and will be ignored by the Moderator. A motion to end debate requires a separate 2/3 majority vote, so it may be more efficient to hear from one or two more speakers and then proceed to a vote on the main motion itself.

A motion to reconsider must be made at the same session as the vote it seeks to reconsider. It can only be made after some intervening business and must be made within one hour of the vote to be reconsidered (Charter: Sect. 2-7-9). It is debatable to the same extent as the motion it seeks to reconsider and requires a majority vote. A motion to reconsider will only be allowed if there is new information that was not available at the time of the original debate. A motion to reconsider will be ruled out of order if, in the judgment of the Moderator, it is simply an attempt at "another bite at the apple."

Some other common motions which require more than a simple majority to pass:

Zoning bylaws	2/3 majority
Zoning bylaws subject to the Housing Choice act	2/3 majority
To authorize borrowing or incur debt	2/3 majority
To transfer or sell Town land	2/3 majority
To approve proposed Charter amendments	2/3 majority
To pay unpaid bills of a prior fiscal year	4/5 majority at an Annual Town Meeting 9/10 majority at a Special Town meeting

FINANCE COMMITTEE STATEMENT

The Finance Committee provides advice to the Selectboard, Town Administrator and Town Meeting on financial matters of concern to the voters of the Town of Wellfleet.

These include major capital, staffing, and operational outlays for the town's departments as well as new and existing revenues. In addition, we assess the financial impact of large projects like harbor dredging, water/wastewater management and affordable housing.

From 2020 to 2021, the Finance Committee's focus shifted from the impact of COVID to the financial challenges facing Wellfleet that derived from senior staff turnover, adoption of a new accounting system and the transition to a more rigorous set of standardized, auditable financial policies and practices.

In 2021, Finance Committee has undertaken several policy changes to improve its ability to provide sound financial advice to the administration, within its defined role in the Town Charter. These include enhancing the role of our departmental liaisons, meeting regularly with the Town Administrator on the resolution of audit issues and working more closely with the Selectboard.

The Finance Committee makes its budget recommendations by casting votes at open meetings. Its opinions are made available in the Warrant at Town Meeting. Finance Committee meetings are open to the public. We encourage its attendance and participation.

Respectfully submitted,

Fred Magee, Chair, Kathy Granlund, Linda Pellegrino, Stephen Polowczyk, Jenn Rhodes, Jeff Tash, Robert Wallace, Ira Wood, Moe Barocas, and Dave Behrens

ANNUAL TOWN MEETING WARRANT

Monday, April ___, 2023

The Commonwealth of Massachusetts

To either of the Constables in the Town of Wellfleet in the County of Barnstable:

GREETINGS:

In the name of the Commonwealth of Massachusetts you are hereby required to notify and warn the inhabitants of the Town of Wellfleet qualified to vote in Town Affairs, to meet in the Wellfleet Elementary School, 100 Lawrence Road in Wellfleet on the ___ day of April 2023, at seven o'clock in the evening, then and there to vote upon the following Articles:

SECTION I: BUDGET ARTICLES

ARTICLE NO. 1 - PRIOR YEAR INVOICES:

To see what sum the Town will vote to transfer from available funds for the purpose of paying prior year unpaid bills listed below:

	Vendor	Source	Line-item	Amount
a.	Fowler & Sons	XX	xx	\$225.00
b.	M.A. Frazier Inc.	XX	xx	\$444.45
c.	Peggy Sagan (Survey Monkey Reimbursement)	XX	xx	\$408.00
d.	Greenbacker (Solar)	XX	xx	\$25,364.56
	Grand-total			\$1,077.45

or to do or act on anything thereon.

(Requested by the Selectboard)

Four-fifths Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: Invoices received after the close of the fiscal year for services rendered or goods received prior to July 1 are considered prior year bills. Per MGL Chapter 44 Section 64, prior year bills to be paid from the Town’s general operating fund may only be paid by a vote of Town Meeting.

ARTICLE NO. 2 - FY 2023 BUDGETARY TRANSFERS:

To see if the Town will vote to transfer from available funds and/or authorize the transfer from various line items within FY 2023 appropriations such sums of money necessary to supplement the operating budgets of the various Town Departments as follows:

	From:	Line-Item No.	To:	Line-Item No.	Amount
a.	XXX	###	Legal	###	\$.00
	Grand-Total				\$XX.00

or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: This article is seeking permission to transfer funding within the FY 2023 operating budget ending June 30, 2023. We have several shortfalls in various departmental budgets that will be remedied by transferring monies from those areas within the budget that have surpluses. Additional requests may be added at Town Meeting.

ARTICLE NO. 3 - FY2023 OPERATING BUDGET:

To see if the Town will vote to raise and appropriate and/or transfer from available funds such sums of money necessary to fund the Fiscal Year 2023 Operating Budget, as follows:

Budget Division	FY 2023	FY2024	% Change
I. General Government			
II. Finance			
III. Public Safety			
IV. Public Works			
V. Public Service			
Sub-total, Divisions I-V			
VI. Public Schools			
Total Budget,			
All Divisions			

or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: This article funds the operating budget for several Town departments for FY2024. It provides funding for the operational budgets for the Cape Cod Technical Regional High School, Wellfleet Elementary School, Nauset Regional School District, and the Town of Wellfleet municipal operations for the period of July 1, 2023, through June 30, 2024. A detail of the budget can be viewed in Appendix A.

ARTICLE NO. 4 - FY 2023 CAPITAL BUDGET:

To see if the Town will vote to raise and appropriate, or transfer from available funds such sums of money necessary to fund the Fiscal Year 2023 Town Capital Budget, as follows:

	Department & Project	Amount	Funding Source
1.	Management Information Systems:		
	a. MIS Equipment & Software	\$50,000.00	XXX
2.	Shellfish Department:		
	a. Fleet Replacement	\$42,000.00	Transfer from Beach Fund - \$21,000.00 & Shellfish Fund - \$21,000.00
	b. Oyster Tumbler	\$12,000.00	Shellfish Fund
3.	Recreation Department:		
	a. Resurface Tennis & Pickleball Courts	\$20,300.00	XXX
4.	Council on Aging:		
	a. Building Addition Feasibility Study	\$50,000.00	XXX
5.	Beaches:		
	a. Replace ATV	\$11,000.00	XXX
6.	Marina:		
	a. Fleet Replacement	\$60,000.00	XXX
	b. Marina Master Plan	\$200,000.00	XXX
	c. Maintenance Dredge	\$50,000	XXX
7.	Health & Conservation:		
	a. Wastewater Planning & Permitting	\$250,000.00	XXX
	b. Enhanced IA Subsidies	\$200,000.00	XXX
	Police Department:		
8.	a. Fleet Replacement (2 units)	\$130,000.00	XXX
	b. Police Equipment Replacement	\$50,000.00	XXX
	Fire Department:		
9.	a. Office/Training Furniture	\$28,000.00	XXX
	b. Ambulance Replacement Project	\$365,000.00	Transfer from Ambulance Fund

	c. Replace Medical/Rescue Equipment	\$135,000.00	Transfer from Ambulance Fund
	Department of Public Works:		
10.	a. Town Hall Bathroom Upgrades	\$60,000.00	XXX
	b. Library – Double Oil Tank	\$10,000.00	XXX
	c. Library – Window Replacement	\$15,000.00	XXX
	d. Fire Station Garage Door Replacement	\$350,000.00	XXX
	e. Swap Shop Building Replacement	\$110,000.00	XXX
	f. Beach Restroom Upgrade – White Crest	\$350,000.00	XXX
	g. Water Filling Station	\$25,000.00	XXX
	h. DPW Fleet Replacement – Dump Truck w/ Plow	\$260,000.00	XXX
	i. DPW Equipment – Mini Excavator w/ Flail Mower	\$85,000.00	XXX
	j. Transfer Station – Pup trailer w/ Roll-off	\$50,000.00	XXX
	k. DPW Software Upgrades	\$34,000.00	XXX
	Elementary School:		
11.	a. AAB Access Improvements	\$150,000.00	XXX
12.	Water System:		
	a. Meter Replacement Program	\$275,000.00	XXX
	b. Billing Software & Reader	\$25,000.00	XXX
	c. Generator (Coles Neck)	\$35,000.00	XXX
13.	Maurice’s Campground:		
	a. Water Main Extension	\$500,000.00	XXX
	b. Housing Development Planning & Development	\$50,000.00	XXX
	c. Wastewater System Planning & Construction	\$150,000.00	XXX
	Grand-total	\$4,187,300.00	

or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: This article represents the Town’s proposed capital spending plan for FY 2024.

ARTICLE NO. 5 – FY24 MARINA ENTERPRISE FUND:

To see if the Town will vote to raise and appropriate and/or transfer from available funds such sums of money necessary to fund the

260 Marina Enterprise Fund	FY 2023	FY2024	% Change
Enterprise Fund Cost			
General Fund Costs			
Total Costs			

or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: In accordance with Massachusetts General Laws receipts from Marina Department related activities are used to directly offset Marina related expenditures. Voting a spending amount for the Marina Operations allows all receipts and related expenditures to be recorded in one fund. A detail of the budget can be viewed in Appendix A.

ARTICLE NO. 6 – FY24 WATER ENTERPRISE FUND:

To see if the Town will vote to raise and appropriate and/or transfer from available funds such sums of money necessary to fund the Fiscal Year 2023 Water Enterprise Fund Budget, as follows:

450 Water Enterprise Fund	FY 2023	FY2024	% Change
Enterprise Fund Cost			
General Fund Costs			
Total Costs			

or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: In accordance with Massachusetts General Laws receipts from Water Department related activities are used to directly offset Water related expenditures. Voting a spending amount for the Water Operations allows all receipts and related expenditures to be recorded in one fund.

ARTICLE NO. 7 - WELLFLEET POLICE OFFICERS UNION CONTRACT:

To see if the Town will vote to raise and appropriate and/or transfer from available funds a sum of money sufficient to fund the collective bargaining agreement between the Town of Wellfleet and the Wellfleet Police Officers Union beginning July 1, 2023, or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: The current collective bargaining agreement will expire on June 30, 2023. We are currently engaged in negotiations with this unit; however, we do not have a settlement at the time of the printing of this warrant. Should we reach an agreement prior to the date of the 2023 Annual Town Meeting the settlement will be presented at Town Meeting.

ARTICLE NO. 8 - WELLFLEET COMMUNICATIONS UNION MASS COPS

LOCAL 326B CONTRACT:

To see if the Town will vote to raise and appropriate and/or transfer from available funds a sum of money sufficient to fund the collective bargaining agreement between the Town of Wellfleet and the Wellfleet Communications Union MASS Cops Local 326B beginning July 1, 2023, or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: The current collective bargaining agreement will expire on June 30, 2023. We are currently engaged in negotiations with this unit; however, we do not have a settlement at the time of the printing of this warrant. Should we reach an agreement prior to the date of the 2023 Annual Town Meeting the settlement will be presented at Town Meeting.

ARTICLE NO. 9 - TEAMSTERS UNION LOCAL 59 CONTRACT:

To see if the Town will vote to raise and appropriate and/or transfer from available funds a sum of money sufficient to fund the collective bargaining agreement between the Town of Wellfleet and the Teamsters Union Local 59 beginning July 1, 2023, or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: The current collective bargaining agreement will expire on June 30, 2023. We are currently engaged in negotiations with this unit; however, we do not have a settlement at the time of the printing of this warrant. Should we reach an agreement prior to the date of the 2023 Annual Town Meeting the settlement will be presented at Town Meeting

ARTICLE NO. 10 - WELLFLEET PERMANENT FIREFIGHTERS

ASSOCIATION UNION LOCAL 4342 CONTRACT:

To see if the Town will vote to raise and appropriate and/or transfer from available funds a sum of money sufficient to fund the collective bargaining agreement between the Town of Wellfleet and the Wellfleet Permanent Firefighters Union Local 4342 beginning July 1, 2023, or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: The current collective bargaining agreement will expire on June 30, 2023. We are currently engaged in negotiations with this unit; however, we do not have a settlement at the time of the printing of this warrant. Should we reach an agreement prior to the date of the 2023 Annual Town Meeting the settlement will be presented at Town Meeting

ARTICLE NO. 11 – WELLFLEET EMPLOYEE ASSOCIATION, UNIT A -

UNION CONTRACT:

To see if the Town will vote to raise and appropriate and/or transfer from available funds a sum of money sufficient to fund the collective bargaining agreement between the Town of Wellfleet and the Wellfleet WEA Unit A Union beginning July 1, 2023, or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: The current collective bargaining agreement will expire on June 30, 2023. We are currently engaged in negotiations with this unit; however, we do not have a settlement at the time of the printing of this warrant. Should we reach an agreement prior to the date of the 2023 Annual Town Meeting the settlement will be presented at Town Meeting.

ARTICLE NO. 12 – WELLFLEET EMPLOYEE ASSOCIATION, UNIT B - UNION CONTRACT:

To see if the Town will vote to raise and appropriate and/or transfer from available funds a sum of money sufficient to fund the collective bargaining agreement between the Town of Wellfleet and the Wellfleet WEA Unit B Union beginning July 1, 2023, or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: The current collective bargaining agreement will expire on June 30, 2023. We are currently engaged in negotiations with this unit; however, we do not have a settlement at the time of the printing of this warrant. Should we reach an agreement prior to the date of the 2023 Annual Town Meeting the settlement will be presented at Town Meeting.

ARTICLE NO. 13 – WELLFLEET EMPLOYEE ASSOCIATION, UNIT C - UNION CONTRACT:

To see if the Town will vote to raise and appropriate and/or transfer from available funds a sum of money sufficient to fund the collective bargaining agreement between the Town of Wellfleet and the Wellfleet WEA Unit C Union beginning July 1, 2023, or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: The current collective bargaining agreement will expire on June 30, 2023. We are currently engaged in negotiations with this unit; however, we do not have a settlement at the time of the printing of this warrant. Should we reach an agreement prior to the date of the 2023 Annual Town Meeting the settlement will be presented at Town Meeting.

ARTICLE NO. 14 - NON-UNION AND OTHER PERSONNEL SALARIES & COMPENSATION:

To see if the Town will vote to raise and appropriate and/or transfer from available funds a sum of money sufficient to fund wage and salary adjustments for non-union and other personnel beginning July 1, 2023, or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: We have several employees that work under individual employment agreements; this warrant article will be used to fund wage adjustments for some of those individuals.

ARTICLE NO. 15 - OTHER POST-EMPLOYMENT BENEFITS (“OPEB”)

APPROPRIATION: To see if the Town will vote to raise and appropriate and/or transfer from available funds the sum of \$200,000.00 to be added to the Town’s Other Post-Employment Benefits Liability Trust Fund or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: These funds will help to fund the Town’s share of future health care insurance costs for current employees and retirees. The fund balance in the OPEB Trust Fund as of January 31, 2023, was \$2,869,648.48.

ARTICLE NO. 16 - TRANSFER TO STABILIZATION FUND:

To see if the Town will vote to raise and appropriate and/or transfer from available funds the sum of \$639,200.00, or any other sum for the purpose of contributing to the Stabilization Fund or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: The purpose of this article is to transfer funds from Free Cash into the Stabilization Fund. We had to use the sum of \$639,200.00 from the Stabilization Fund at the June 26, 2021, Annual Town Meeting to finance FY2022 operational budget. This was not a preferred approach but due to the severity of the Town’s fiscal condition there were few alternatives at that moment. This action will reestablish the Stabilization Fund to its prior financial status and is important to maintain the Town’s bond rating.

SECTION II: ADDITIONAL FINANCIAL ARTICLES

ARTICLE NO. 17 – HOUSING/CPC SPECIALIST - NEW STAFF:

To see if the Town will vote to raise and appropriate and/or transfer from any available source of funds the sum of \$115,000.00, or any other sum for the purpose of funding a new housing coordinator; provided, however that no sums shall be expended hereunder unless and until the Town has voted to assess an additional \$115,000 in real estate and personal property taxes pursuant to the provisions of Chapter 59, Section 21C of the Massachusetts General Laws (Proposition 2 ½), or do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: This article would fund the cost of adding one new position of Housing/CPC Specialist to provide administrative support to the Community Preservation Committee and to ensure compliance with the Community Preservation Act. The housing portion of the job would be a community-based position responsible for locating, planning, and administering housing programs and opportunities within the Town of Wellfleet and coordinating with neighboring communities on regional projects. Funding is subject to the approval of a Proposition 2 ½ override

ARTICLE NO. 18 – WATER / WASTEWATER SUPERINTEDENT - NEW STAFF:

To see if the Town will vote to raise and appropriate and/or transfer from any available source of funds the sum of \$145,000.00, or any other sum for the purpose of funding a new wastewater superintendent positions; provided, however that no sums shall be expended hereunder unless and until the Town has voted to assess an additional \$145,000.00 in real estate and personal property taxes pursuant to the provisions of Chapter 59, Section 21C of the Massachusetts General Laws (Proposition 2 ½), or do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: This article would fund the cost of adding one new position of water/wastewater superintendent to oversee the operation and expansion of both the water and wastewater system within the Town of Wellfleet. Funding is subject to the approval of a Proposition 2 ½ override. The water superintendent would oversee the enterprise fund operation and develop policies and system approaches to ensure the enterprise fund is fully self-sustaining. The wastewater portion of the position will oversee the implementation of the Targeted Watershed Management Plan (TWMP) currently under review by DEP.

ARTICLE NO. 19 - FIRE DEPARTMENT NEW STAFF:

To see if the Town will vote to raise and appropriate and/or transfer from any available source of funds the sum of \$206,964.00, or any other sum for the purpose of funding two (2) new Firefighter/EMT/Paramedic positions; provided, however that no sums shall be expended hereunder unless and until the Town has voted to assess an additional \$206,964.00 in real estate and personal property taxes pursuant to the provisions of Chapter 59, Section 21C of the Massachusetts General Laws (Proposition 2 ½), or do or act on anything thereon.

(Requested by the Selectboard
and the Fire Chief)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: This article would fund the cost of adding two (2) additional Firefighter/EMT/Paramedics. Funding, if approved would be through a Proposition 2 ½ override. Costs for each position include starting salary of each position (\$62,797), benefits (\$25,685), training (\$7,000), holiday and call back costs (\$6,000) and uniforms and protective clothing (\$2,000). The total payroll, with estimated benefits and training costs of one position is \$103,482.00.

Effect on Property Taxes: The cost of \$206,964.00 would add \$0.074 cents to the tax rate and would cost the owner of a median priced (\$618,750.00) single-family home \$45.81.

ARTICLE NO. 20 – PRESCHOOL VOUCHER PROGRAM EXTENSION:

To see if the Town will vote to raise and appropriate and/or transfer from available funds the sum of \$175,000, or any other sum, for the purpose of extending the preschool voucher program to included paying the cost of preschool/daycare for children of Wellfleet residents or employees under the age of three years old, provided, however that no sums shall be expended hereunder unless and until the Town shall have voted to assess an additional \$175,000 in real estate and personal property taxes pursuant to the provisions of G. L. c. 59, §21C (Proposition 2½), or do or act anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: In 2015, the Town of Wellfleet voted to support the preschool voucher program under which any child that was four years of age by August 1 and lived in Wellfleet would be eligible to receive up to \$7,000 for pre-school tuition. In 2019, the program was expanded to include three year old as well as four year old.

Given the cost of housing and living expenses on Cape Cod, it is often mandatory that both parents work outside the home and therefore the need for childcare and the expense of childcare is a serious impediment to keeping those young families in our town. To that end, it is recommended that the preschool voucher program be expanded to include programs that supports daycares with enrollment starting at the age of one month. It is also recommended that the children of Wellfleet employees be eligible for the voucher program.

ARTICLE NO. 21 – OPIOD SPECIAL PURPOSE FUND:

XXX

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend: Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: XXX

**ARTICLE NO. 22 - PUBLIC, EDUCATIONAL AND GOVERNMENT (PEG)
ACCESS AND CABLE RELATED FUND (Consent Calendar):**

To see if the Town will vote to accept the provisions of M.G.L. Chapter 44, Section 53F3/4 for the purpose of establishing a PEG Access and Cable Related Fund, and further to appropriate a sum of money from the PEG Access and Cable Related Fund, or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: Included within each Comcast customer's cable bill is a line item to provide for the costs of local cable television services. These monies are retained in a special revenue account and are used to enhance local cable programming for the town's public, education, and government channels. These funds will be used to continue these informational and educational services, and may include, but not limited to, equipment purchases, contracted services, construction services, and labor expenses.

**ARTICLE NO. 23 - SHELLFISH REVOLVING FUND SPENDING LIMIT
(Consent Calendar):**

To see if the Town will vote to establish a spending limit for FY2023 of \$60,000.00 for the Shellfish Revolving Fund established pursuant to MGL Chapter 44, Section 53E1/2, or to do or act on anything thereto.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: The purpose of this article is to establish the spending limit for the Shellfish Revolving Fund which was established for propagation efforts. The Shellfish Department's propagation efforts include the seeding of quahogs and oysters in all Wellfleet waterways which also contributes to improving water quality and natural oyster set in our harbor to benefit growers and spat collectors. This revolving fund takes the responsibility for funding the shellfish department's budget line 180 out of the taxpayer's pockets and puts it in the hands of those who make their living in the shellfish industry and those who harvest shellfish recreationally. The Shellfish Propagation Revolving Fund revenues will be derived from

shellfish grant revenue and permit fees. The Revolving Fund expenditures may be used for the propagation, cultivation, protection, and study of shellfish only.

SECTION III: COMMUNITY PRESERVATION ARTICLES

ARTICLE NO. 24 - COMMUNITY PRESERVATION – ADMINISTRATIVE EXPENSES, DEBT SERVICE, AND ALLOCATION OF RESERVES:

To see if the Town will vote to hear and act on the report of the Community Preservation Committee on the Fiscal Year 2024 Community Preservation budget and to appropriate from the Community Preservation Fund estimated annual revenues a sum of \$39,334.00 to meet the administrative expenses and all other necessary and proper expenses of the Community Preservation Committee for Fiscal Year 2024; and further to appropriate from Community Preservation Fund estimated revenues a sum up to \$25,000 for Maurice’s debt service for, a sum of \$53,668.00 to reserve for community housing; a sum of \$78,688.00 reserve for open space; and further to reserve for future appropriation a sum of \$78,688.00 for historic resources as recommended by the Community Preservation Committee, as well as a sum of \$513,330.00 to be placed in the 2024 Budgeted Reserve for general Community Preservation Act purposes.

(Requested by the Community Preservation Committee)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

Community Preservation Committee: Recommends

SUMMARY: This is an annual CPA housekeeping article. Out of a total projected revenue figure of \$788,668.00 for Fiscal Year 2024, \$39,334.00 is 5% of estimated revenue allowed for administrative expenses, as provided by the Community Preservation Act. Open Space’s 10%, and Historic Resources’ 10% are reserved respectively for open space, and historic preservation purposes. Community Housing’s 10% is divided between \$25,000.00 for debt service for Maurice’s Campground and a housing reserve of \$53,668.00. The balance of \$513,330.00 is reserved for approved CPA projects in any category including Outdoor Recreation.

ARTICLE NO. 25 - COMMUNITY PRESERVATION – 95 LAWRENCE ROAD:

To see if the Town will vote, pursuant to MGL c.44B, to appropriate from the Community Preservation Fund Fiscal Year 2024 Projected Surcharge revenues a sum of \$513,330.00 and from the Undesignated Fund Balance a sum of \$486,670.00 for a total sum of \$1,000,00.00 to contribute to the cost of, and thereby support, for the construction of 46 community housing units at Juniper Hill, 95 Lawrence Rd. by the

Preservation of Affordable Housing (POAH) and the Community Development Partners (CDP) and to authorize the Selectboard to enter into a grant agreement to set forth the terms and conditions thereof, or do or act anything thereon.

(Requested by the Community Preservation Committee)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

Community Preservation Committee: Recommends

Housing Authority: Recommends

Local Housing Partnership: Recommends

SUMMARY: The main goal of community housing, planned across the street from the Wellfleet Elementary School at 95 Lawrence Rd., is to provide 46 units of equitable and affordable housing for a range of household types in Wellfleet’s community. It is meant to serve families, seniors and individuals who are living on modest incomes. Initial residents from the low Area Median Income (AMI) up to workforce AMI will be chosen by lottery with the intent that preference be given to Wellfleet applicants. Thereafter, rental units become available to future residents from placement on a waiting list.

An upper village, designed with 2- and 3-bedroom townhouses in the mid-century modern architectural style, will have a community building with a laundry and storage areas. Outside amenities include a play area and a community garden. A driveway and walkway will connect to the lower village at the corner of Lawrence and Long Pond Roads. The lower village will offer sixteen 1-bedroom rental units and a laundry.

Everything has been planned with environmental sustainability and minimal impact on the surroundings. Landscaping will be left natural. Solar panels will be installed on the roof tops for a goal of net zero energy consumption. An on-site wastewater treatment system will be shared with the Wellfleet Elementary School and the Wellfleet Police and Fire Departments.

POAH will be responsible for the ongoing maintenance of 95 Lawrence Rd. with a property manager available on the site. The property will remain affordable in perpetuity.

ARTICLE NO. 26 - COMMUNITY PRESERVATION – BUY DOWN PROGRAM

To see if the Town will vote, pursuant to MGL c.44B, to appropriate from the Community Preservation Fund Fiscal Year 2024 Projected Surcharge revenues a sum of \$53,668 and from the undesignated fund balance a sum of \$46,332.00 for a total of \$100,000.00 for the purpose of providing funds through the Wellfleet Housing Authority to help with closing costs and necessary repairs to assist with the purchase of workforce housing for low and moderate income eligible first-time homebuyers within the Town of

Wellfleet, and to authorize the Selectboard to enter into a grant agreement to set forth the terms and conditions thereof, or do or act anything thereon.

(Requested by the Community Preservation Committee)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

Community Preservation Committee: Recommends

Housing Authority: Recommends

Local Housing Partnership: Recommends

Wellfleet Affordable Housing Trust: Recommends

SUMMARY: The Housing Authority and the Local Housing Partnership have already successfully helped five income-eligible, first-time homeowners with down payment, closing cost and necessary repairs assistance to purchase homes in Wellfleet. This grant will build on this successful program with the goal of increasing the availability of affordable home ownership opportunities to eligible applicants in the Town.

ARTICLE NO. 27 - COMMUNITY PRESERVATION – ORLEANS

AFFORDABLE HOUSING:

To see if the Town will vote, pursuant to MGL c.44B, to appropriate from the Community Preservation Fund undesignated fund balance a sum of \$20,000.00 for the purpose of a regional contribution to Pennrose LLC, for the cost of, and thereby support, construction of 62 rental units, including 52 affordable units and 10 workforce units, to be located at 19 West Rd., Orleans, Massachusetts, and to authorize the Selectboard to enter into a grant agreement to set forth the terms and conditions thereof, or do or act anything thereon.

(Requested by the Community Preservation Committee)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

Community Preservation Committee: Recommends

Housing Authority: Recommends

Local Housing Partnership: Recommends

Wellfleet Affordable Housing Trust: Recommends

SUMMARY: This is an opportunity for Wellfleet to collaborate regionally and contribute to the repurposing of the Cape Cod 5 office building in Orleans with the addition of 62 affordable rental units in two new buildings. These include 30% Area Median Income (AMI) affordable units, 60% AMI affordable units, and workforce housing. All are year-round rental units. The complex will offer a playground and a community garden. Wellfleet residents who work in Orleans or have children enrolled in the Nauset School System should be eligible for a local preference in the drawing of the initial lottery for the units. Completion of the complex is anticipated in 2024.

ARTICLE NO. 28 - COMMUNITY PRESERVATION – LOWER CAPE HOUSING INSTITUTE :

To see if the Town will vote, pursuant to MGL c.44B, to appropriate from the Community Preservation Fund undesignated fund balance the sum of \$7,500.00 to contribute to the cost of, and thereby support, for the continuance of the Community Development Partnership sponsored Lower Cape Housing Institute in Fiscal Year 2024 and to authorize the Selectboard to enter into a grant agreement to set forth the terms and conditions thereof, or do or act anything thereon.

(Requested by the Community Preservation Committee)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

Community Preservation Committee: Recommends

Housing Authority: Recommends

Local Housing Partnership: Recommends

Wellfleet Affordable Housing Trust: Recommends

SUMMARY: The Community Development Partnership (CDP) is offering the Lower Cape Housing Institute for a seventh year. The CDP seeks contributions from the eight participating towns towards the costs of continued education and technical assistance to develop better understanding of community housing needs and to support the town in meeting its housing production goals. Sessions are available at no additional cost to Town officials and other interested parties. CDP expects to continue large audience virtual sessions on particular topics and hold in-person peer group meetings.

ARTICLE NO. 29- COMMUNITY PRESERVATION – ACCESSIBILITY TO WATERWAYS:

To see if the Town will vote, pursuant to MGL c.44B, to appropriate from the Community Preservation Undesignated Fund Balance a sum of \$32,760.00 from the Community Preservation Undesignated Fund Balance for the purpose of placing mobility mats to create better access at four beach locations and installing a sunshade at Mayo Beach and to authorize the Selectboard to enter into a grant agreement with

Wellfleet Community Services and the Wellfleet Commission on Disabilities to set forth the terms and conditions thereof, or do or act anything thereon.

(Requested by the Community Preservation Committee)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

Community Preservation Committee: Recommends

Commission on Disabilities: Recommends

Wellfleet Community Service: Recommends

SUMMARY: Mobility mats provide a surface that permits people using wheelchairs, canes and walkers access to the beach. Anyone who has difficulty walking on uneven surfaces will find the mats helpful. Part of this request is for the installation of a sunshade, obtained in 2018 through an Impact Melanoma grant. The sunshade will be installed next to a platform at the end of the Mayo Beach boardwalk. The DPW will be responsible for putting out the mats in spring, removing them, and storing them each year.

ARTICLE NO. 30 - COMMUNITY PRESERVATION – ADULT COMMUNITY CENTER LANDSCAPE:

To see if the Town will vote, pursuant to MGL c.44B, to appropriate from the Community Preservation Fund Budgeted Reserve a sum of \$9,890 for the purpose of improvements to garden landscaping surrounding the Adult Community Center at 715 Old King’s Highway and to authorize the Selectboard to enter into a grant agreement with the Wellfleet Adult Community Center and the Friends of the Council on Aging to set forth the terms and conditions thereof, or do or act anything thereon.

(Requested by the Community Preservation Committee)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

Community Preservation Committee: Recommends

SUMMARY: The Friends of the COA/Adult Community Center aim to restore this garden resource to good health with new, drought-resistant plantings, additional irrigation, mulch and weed barriers. There will be minimal disruption of ACC activities. Future maintenance of the landscaping will be budgeted by the ACC.

ARTICLE NO. 31 - COMMUNITY PRESERVATION – BANDSTAND PAVILION (MARINA)

To see if the Town will vote, pursuant to MGL c.44B, to appropriate from the Community Preservation Fund Budgeted Reserve a sum of \$63,843 for the purpose of installation of a new pavilion cover for the bandstand at the marina and to authorize the Selectboard to enter into a grant agreement to set forth the terms and conditions thereof, or do or act anything thereon.

(Requested by the Community Preservation Committee)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

Community Preservation Committee: Recommends

Wellfleet Recreation Department: Recommends

SUMMARY: A sturdy cover for the bandstand at the end of the pier will maximize use of the bandstand. In addition to the summer square dances, uses can expand to theatrical performances, music, classes, lectures, meetings and other functions. The pavilion, a smaller version of the one at Baker's Field, will protect equipment and people on stage from the elements.

ARTICLE NO. 32 - COMMUNITY PRESERVATION – HISTORIC PRESERVATION RESERVE AMOUNT CORRECTION

To see if the Town will vote, pursuant to MGL c.44B, to transfer a sum of \$179,399 from the Historic Preservation Reserve to the Community Preservation Undesignated Fund Balance for the purpose of correcting CPA accounting, or do or act anything thereon.

(Requested by the Community Preservation Committee)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

Community Preservation Committee: Recommends

Wellfleet Historical Commission: Recommends

SUMMARY: A total of \$179,399, spent on Historic Preservation projects, was not deducted from the appropriate Historic Reserve allotment. Because the reserves for the Community Preservation Act

set-aside 10% categories are approved at Annual Town Meetings, only another Town Meeting vote can correct this oversight.

ARTICLE NO. 33 - COMMUNITY PRESERVATION – ESTABLISHMENT OF CONSERVATION COMMISSION AND OPEN SPACE PRESERVATION FUND:

To see if the Town will vote to establish for the Conservation Commission and Open Space Fund (the Fund) for conservation purposes as described and authorized in the Conservation Commission Act of 1957 (G.L. Ch 40 8C) with the Town Treasurer, as custodian of the Fund, depositing or investing the proceeds as set out in the Act, or do or act anything thereon.

(Requested by the Open Space Committee)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

Community Preservation Committee: Recommends

Conservation Commission: Recommends

Open Space Committee: Recommends

SUMMARY: This is technically not a CPA Article, but the Open Space Fund needs to be created prior to receiving a CPA award. The Fund, to be held by the Conservation Commission, would allow more flexibility for open space endeavors. Money in the Fund may be expended by the Conservation Commission subject to the approval of the Selectboard. The Fund may receive gifts or donations or further open space funding from the Community Preservation Act (CPA). The Town may appropriate money, including CPA funds, to the Fund in any year. Any income derived from investments, which would include interest income, will be credited to the Fund and accounted for separately.

ARTICLE NO. 34 - COMMUNITY PRESERVATION – OPEN SPACE FUND CONTRIBUTION:

To see if the Town will vote, pursuant to MGL c.44B, to appropriate from the Community Preservation Fund Fiscal Year 2024 Projected Surcharge revenues a sum of \$30,007.00 and from the Open Space Reserve Fund a sum of \$119,993.00 for a total of \$150,000 for the purpose of contributing to the Open Space Fund described in the previous Article and to authorize the Selectboard to enter into a grant agreement to set forth the terms and conditions thereof, or do or act anything thereon.

(Requested by the Community Preservation Committee)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

Community Preservation Committee: Recommends

Conservation Commission: Recommends

Open Space Committee: Recommends

SUMMARY: Funds for Open Space usage, accessible at any time of the year, would increase possibilities for projects on property already in Open Space care. Removal of invasive plants, obtaining easements, and installing benches are some examples of what could be done. Major land purchases will still need Town Meeting approval. Funds can be spent only for purposes specifically described in the Community Preservation Act.

SECTION IV: UNCLASSIFIED ARTICLES

ARTICLE NO. 35 - RESCIND DEBT AUTHORIZATIONS (consent calendar):

To see if the Town will vote to rescind the following funding authorizations, as follows:

Department	Item	Date	Amount
Department of Public Works	Town Hall Irrigation	5/11/2022	\$85.27
Department of Public Works	DPW Interior Paint		\$5,000.00
Department of Public Works	Library Flooring		\$31,140.40
Department of Public Works	Herring River Handrails		\$21,000.00
Department of Public Works	BMSI – Fire Dept. Flooring		\$7,000.00
Department of Public Works	Herring River Concrete		\$35,000.00

or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: The purpose of this article is to rescind a series of debt authorizations approved by Town Meeting to borrow funds for the identified purposes. These projects have been completed and the debt authorizations were not issued and not necessary for the projects. This proposed action is largely a house keeping matter.

ARTICLE NO. 36 – LEASE OF TOWN PROPERTY – BEACH EASTERLY OF TOWN PIER:

To see if the Town will vote to transfer the care, custody, management, and control of a portion of Town-owned parcel located at 255 Commercial Street as shown on Assessors Map 21, Parcel 114, from the Selectboard or other board or commission currently having custody thereof and for the purpose for which said parcel is currently held to the Selectboard for the purpose for which the parcel is currently held and for the purpose of entering into a lease with one or more vendors, upon such terms and conditions as the Selectboard deems to be in the best interest of the Town, , and further to authorize the Selectboard to execute any and all documents, agreements and instruments necessary or convenient to carry out the purposes of this article, or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: A portion of beach adjacent to Mac’s at the Pier Restaurant and easterly of the Town Pier has recently been offered under a license agreement allowing licensee to use the area for the operation of an outdoor eating and drinking area. This article would allow the area to be leased with certain restriction for an extended period of time to those that have the most advantageous proposal.

SECTION V: BYLAWS, INITIATIVE PETITIONS

ARTICLE NO. 37 – GENERAL BYLAW AMENDMENT - COUNCIL ON AGING ADVISORY BOARD:

To see if the town will vote to amend Chapter 13, Article II, Section 13-2 and 13-3 of the General Bylaws of the Town of Wellfleet as presented in the Town warrant:

Section 13-2. Name and composition

There shall be a board known as the Council on Aging Advisory Board consisting of ~~eleven~~ nine residents of the Town of Wellfleet appointed by the ~~Board of Selectmen~~ Selectboard. Appointments shall be for a term of three years except that initial appointments shall be for shorter terms to ~~insure~~ ensure that the terms of one third of the Board members expire each year thereafter.

Section 13-3. Responsibilities

The Board shall, in consultation with the Director of Community Services

- a) Identify the over sixty year old population of the Town of Wellfleet that are eligible for services.
- b) Ascertain the needs of this segment of the population.
- c) Educate the community about these needs.
- d) Enlist the support and participation of all citizens in programs to meet these needs.
- e) Assist the Wellfleet Director of Community Services to design, develop and implement services to fill these needs and/or enhance existing services; and
- f) Support and advocate for Council on Aging programs and budget with the town administration and ~~Board of Selectmen~~ Selectboard.

(Request by the Council on Aging Advisory Board)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

SUMMARY: The rationale for the reduction in the number of members is the difficulty the existing COA Advisory Board has encountered in achieving a quorum for meetings. They were unable to make a quorum from May 2022 to December 2022. It is hoped that this reduction will make it more likely that a quorum can be achieved on a regular basis.

ARTICLE NO. 38 - GENERAL BY-LAW AMENDMENT – SPECIALIZED ENERGY CODE:

To see if the Town will vote to replace Chapter 124 (Building Construction), Article II of the Town of Wellfleet General Bylaws, with an Article entitled "Specialized Energy Code" for the purpose of regulating the design and construction of buildings for the effective use of energy and reduction of greenhouse gas emissions, pursuant to the entirety of 225 CMR 22 and 23 including Appendices RC and CC, including future editions, amendments or modifications thereto, with an effective date of January 1, 2024 a copy of which is on file with the Town Clerk, or take any other action relative thereto.

Chapter 124, Article II
SPECIALIZED ENERGY CODE

124-2 Definition

124-3 Purpose

124-4. Applicability

124-5. Stretch Code

124-2 Definitions:

International Energy Conservation Code (IECC) -The International Energy Conservation Code (IECC) is a building energy code created by the International Code Council. It is a model code adopted by many state and municipal governments in the United States for the establishment of minimum design and construction requirements for energy efficiency, and is updated on a three-year cycle. The baseline energy conservation requirements of the MA State Building Code are the IECC with Massachusetts amendments, as approved by the Board of Building Regulations and Standards and published in state regulations as part of 780 CMR.

Specialized Energy Code -Codified by the entirety of 225 CMR 22 and 23 including Appendices RC and CC, the Specialized Energy Code adds residential and commercial appendices to the Massachusetts Stretch Energy Code, based on amendments to the respective net-zero appendices of the International Energy Conservation Code (IECC) to incorporate the energy efficiency of the Stretch energy code and further reduce the climate impacts of buildings built to this code, with the goal of achieving net-zero greenhouse gas emissions from the buildings sector no later than 2050.

Stretch Energy Code - Codified by the combination of 225 CMR 22 and 231, not including Appendices RC and CC, the Stretch Energy Code is a comprehensive set of amendments to the International Energy Conservation Code (IECC) seeking to achieve all lifecycle cost-effective energy efficiency in accordance with the Green Communities Act of 2008, as well as to reduce the climate impacts of buildings built to this code.

124-3 Purpose:

The purpose of 225 CMR 22.00 and 23.00 including Appendices RC and CC, also referred to as the Specialized Energy Code is to provide a more energy efficient and low greenhouse gas emissions alternative to the Stretch Energy Code or the baseline Massachusetts Energy Code, applicable to the relevant sections of the building code for both new construction and existing buildings.

124-4 Applicability:

This energy code applies to residential and commercial buildings.

124-5 Specialized Code:

The Specialized Code, as codified by the entirety of 225 CMR 22 and 23 including Appendices RC and CC, including any future editions, amendments, or modifications, is herein incorporated by reference into the Town of Wellfleet General Bylaws, Chapter 124, Article II.

The Specialized Code is enforceable by the inspector of buildings or building commissioner.

(Requested by the Energy and Climate Action Committee)

Two-thirds Vote Required

Recommendations:

Selectboard:

Insert Yes – 0, No – 0, Abstain – 0.

Recommend Yes – 0, No – 0, Abstain – 0.

Bylaw Committee: Yes – 0, No – 0, Abstain – 0.

SUMMARY: It is true that there are significant changes at play but it is important to remember that the vast majority of these already went into effect on 1/1/23 due to our Green Communities status. Plus, please recall that 85% of the towns and cities in the State are already Green Communities and the number continues to grow. Clearly, we are not outliers but right in the mainstream of the State. And of course, all of the current Green Communities are currently under the updated stretch code that went into effect in January. Thus, while this is all above the base code, nearly all of the State has made the decision to move forward with the more stringent codes.

In conclusion, the newly updated code and the proposed Specialized Opt-In Code will provide:

- Better energy efficiency, lower energy bills, higher indoor air quality, less risk of fire, higher comfort and better performance.
- May include additional incentives for Municipalities
- Lowered Life Cycle Costs for all building types
- Reduced energy use, fossil fuel use, and greenhouse gas emissions
- A quieter, more comfortable home

Lastly, as per the Town's 2020 passage of General By-Laws Chapter 19 - Climate Policy, a clear directive was given by an overwhelming majority of citizens:

"The Town of Wellfleet therefore adopts as its policy the objective of reducing net greenhouse gas emissions from human activity within and by the Town to zero at the earliest technically and economically feasible time., but no later than 2050., and directs that all officers., departments., committees., and representatives of the Town take such measures within the scope of their respective responsibilities and authority as may be necessary and prudent to facilitate such policy and objective."

ARTICLE NO. 39 - ZONING BY-LAW AMENDMENT - INCLUSIONARY:

To see if the Town will amend the Wellfleet Zoning By-Laws by amending xxx.

XXX

(Requested by the Selectboard)

Two-thirds Vote Required

Recommendations:

Selectboard:

Insert Yes – 0, No – 0, Abstain – 0.

Recommend Yes – 0, No – 0, Abstain – 0.

Planning Board: Yes – 0, No – 0, Abstain – 0.

Bylaw Committee: Yes – 0, No – 0, Abstain – 0.

SUMMARY: XXX

ARTICLE NO. 40 - ZONING BY-LAW AMENDMENT – FOOD ESTABLISHMENTS:

To see if the Town will amend the Wellfleet Zoning By-Laws by amending xxx.

XXX

(Requested by the Selectboard)

Two-thirds Vote Required

Recommendations:

Selectboard:

Insert Yes – 0, No – 0, Abstain – 0.

Recommend Yes – 0, No – 0, Abstain – 0.

Planning Board: Yes – 0, No – 0, Abstain – 0.

Bylaw Committee: Yes – 0, No – 0, Abstain – 0.

SUMMARY: XXX

ARTICLE NO. 41 - ZONING BY-LAW AMENDMENT – DEFINITION OF TREES:

To see if the Town will amend the Wellfleet Zoning By-Laws by amending xxx.

XXX

(Requested by the Selectboard)

Two-thirds Vote Required

Recommendations:

Selectboard:

Insert Yes – 0, No – 0, Abstain – 0.

Recommend Yes – 0, No – 0, Abstain – 0.

Planning Board: Yes – 0, No – 0, Abstain – 0.

Bylaw Committee: Yes – 0, No – 0, Abstain – 0.

SUMMARY: XXX

**ARTICLE NO. 42 - ZONING BY-LAW AMENDMENT – CUTTING TIMBER
WITHIN THE NATIONAL SEASHORE PARK:**

To see if the Town will amend the Wellfleet Zoning By-Laws by amending xxx.

XXX

(Requested by the Selectboard)

Two-thirds Vote Required

Recommendations:

Selectboard:

Insert Yes – 0, No – 0, Abstain – 0.

Recommend Yes – 0, No – 0, Abstain – 0.

Planning Board: Yes – 0, No – 0, Abstain – 0.

Bylaw Committee: Yes – 0, No – 0, Abstain – 0.

SUMMARY: XXX

**ARTICLE NO. 43 - ZONING BY-LAW AMENDMENT – LANDSCAPE AND
TREE PRESERVATION**

To see if the Town will amend the Wellfleet Zoning By-Laws by amending xxx.

XXX

(Requested by the Selectboard)

Two-thirds Vote Required

Recommendations:

Selectboard:

Insert Yes – 0, No – 0, Abstain – 0.

Recommend Yes – 0, No – 0, Abstain – 0.

Planning Board: Yes – 0, No – 0, Abstain – 0.

Bylaw Committee: Yes – 0, No – 0, Abstain – 0.

SUMMARY: XXX

ARTICLE NO. 44 - ZONING BY-LAW AMENDMENT – LOCALLY NOTABLE TREES:

To see if the Town will amend the Wellfleet Zoning By-Laws by amending xxx.

XXX

(Requested by the Selectboard)

Two-thirds Vote Required

Recommendations:

Selectboard:

Insert Yes – 0, No – 0, Abstain – 0.

Recommend Yes – 0, No – 0, Abstain – 0.

Planning Board: Yes – 0, No – 0, Abstain – 0.

Bylaw Committee: Yes – 0, No – 0, Abstain – 0.

SUMMARY: XXX

ARTICLE NO. 45 - NON-BINDING RESOLUTION – TOWN OF WELLFLEET SCHOLARSHIP PROGRAM:

To see if the Town will vote to adopt the following resolution:

WHEREAS, to address the very high cost of college and the fact that many Wellfleet families have a very difficult time paying for a 4-year degree program for their children;

WHEREAS, we find this an inequity that should be addressed.

NOW, THEREFORE, the Town Meeting votes to establish a Town of Wellfleet Scholarship Program with the following requirements:

- 1) To be eligible a student must be a Nauset High School graduate whose parent(s) live in Wellfleet;
- 2) Applicants must demonstrate a financial need by submitting a completed FAFSA form and provide data for all 529 plans that the applicant is eligible for;
- 3) Applicants must be either applying to or enrolled in a 4-year bachelor's degree program;

- 4) Applicants may renew their scholarship annually if they maintain good grades;
- 5) Applicants must be attending an accredited, not-for-profit college;
- 6) All scholarship payments will be made directly to the colleges;
- 7) The scholarship program will be administered by the Cape Cod Foundation and the Cape Cod Association, which last year provided more than \$54,000 in scholarships to eight (8) Wellfleet families, and more than \$1 million in scholarships to Cape Cod families.

And to raise and appropriate \$100,000 for this scholarship program or take any other action related thereto.
 (Citizens Petition)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes – 0, No – 0, Abstain – 0.

Recommend Yes – 0, No – 0, Abstain – 0.

Finance Committee: Yes - 0, No - 0, Abstain - 0.

SUMMARY: XXX

SECTION VI: STANDARD ANNUAL ARTICLES

Voted on together as part of a consent agenda

ARTICLE NO. 46 - SURPLUS PROPERTY DISPOSAL:

To see if the Town will vote to authorize the Town Administrator or his/her designee to dispose of personal property by trade-in or sale, or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

SUMMARY: This is an annual request that provides the Town Administrator to sell, trade-in or dispose of surplus property on behalf of the Town.

ARTICLE NO. 47 - COLLECTION OF TAXES:

To see if the Town will vote in accordance with G.L. c. 41, sec. 38 to authorize the Town Collector to use all means for collecting taxes, which the Treasurer may use when appointed Collector, or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required.

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.
Recommend Yes - 0, No - 0, Abstain - 0.

ARTICLE NO. 48 - MASSDEP LIABILITY INDEMINIFICATION:

To see if the Town will vote to assume liability in the manner provided by G.L. c.91, s.29 and 29A, as most recently amended, for damage that may be incurred for work to be performed by the Department of Environmental Protection of Massachusetts for improvements, development, maintenance and protection of tidal and non-tidal rivers and streams, great ponds, harbors, tidewaters, foreshores and shores along a public beach, excluding the Herring River and Herring River Dike, in accordance with G.L. c. 91, s. 11, and to authorize the Selectboard to execute and deliver a bond on indemnity therefore to the Commonwealth, or to do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required.

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.
Recommend Yes - 0, No - 0, Abstain - 0.

ARTICLE NO. 49 - NAUSET SCHOOLS ASSESSMENT FORMULA:

To see if the Town will vote to accept the provisions of G.L. c. 71, s.16B, which would reallocate the sum of the member Town's contribution to the Nauset Regional School District in accordance with the Nauset Regional Agreement, rather than the Education Reform Formula, so called, or to do or act on anything thereon.

(Nauset Regional School Committee)

Majority Vote Required.

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.
Recommend Yes - 0, No - 0, Abstain - 0.

SUMMARY: This article will apportion the Nauset School District's assessment for FY24 to the four (4) member towns based on their proportionate enrollment within the school district. This is the method provided within the inter-municipal agreement approved by the four towns establishing the Nauset Regional School District and has been applied in each of the last seventeen years by Town Meeting vote.

SECTION VII: STANDARD CLOSING ARTICLES

ARTICLE NO. 50 - REPORTS OF BOARDS AND COMMITTEES:

To hear reports of the Selectboard, Town Officers, and all other Committees and to act thereon, or do or act on anything thereon.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

ARTICLE NO. 51 - OTHER BUSINESS:

To act on any other business that may legally come before the meeting.

(Requested by the Selectboard)

Majority Vote Required

Recommendations:

Selectboard:

Insert Yes - 0, No - 0, Abstain - 0.

Recommend Yes - 0, No - 0, Abstain - 0.

SPECIAL TOWN ELECTION WARRANT

____ day MAY __, 2023

The Commonwealth of Massachusetts

To either of the Constables in the Town of Wellfleet in the County of Barnstable:

GREETINGS:

In the name of the Commonwealth of Massachusetts you are hereby required to notify and warn the inhabitants of the Town of Wellfleet qualified to vote in Town Affairs, to meet at the **WELLFLEET ADULT COMMUNITY CENTER, 715 OLD KING'S HIGHWAY in Wellfleet on Tuesday the 21st day of June, 2022, between twelve o'clock noon and seven o'clock p.m.**, then and there to vote for the election of the following Town officer: Selectboard Vote for One, Two years (of a three year term) and to vote on the following questions:

Question 1: Shall the Town of Wellfleet be allowed to assess an additional \$_____.00 in real and personal property taxes for the purpose of funding _____ for the fiscal year beginning July 1st, two thousand and twenty-three?

Majority Vote Required

Question 2: Shall the Town of Wellfleet be allowed to assess an additional \$_____.00 in real and personal property taxes for the purpose of funding _____ for the fiscal year beginning July 1st, two thousand and twenty-three?

Majority Vote Required

Question 3: Shall the Town of Wellfleet be allowed to assess an additional \$_____ in real and personal property taxes for the purpose of funding _____ for the fiscal year beginning July 1st, two thousand and twenty-three?

Majority Vote Required

Question 4: Shall the Town of Wellfleet be allowed to assess an additional \$_____ in real and personal property taxes for the purpose of funding two new Firefighter/EMT/Paramedic positions for the fiscal year beginning July 1st, two thousand and twenty-three?

Majority Vote Required

2023 SPECIAL TOWN ELECTION WARRANT

And you are hereby directed to serve these warrants by posting attested copies thereof, one in the Post Office in Wellfleet and one in the Post Office in South Wellfleet, fourteen (14) days at least before the date of said meetings.

Hereof fail not and make do return of these warrants with your doings thereon, to the Town Clerk, at the time and place of said meetings.

Given under our hands this ____ day of 2023.

Wellfleet Selectboard

Ryan Derek Curley, Chair

Michael F. DeVasto, Vice Chair

Barbara Carboni, Member

Kathleen Bacon, Member

John A. Wolf, Clerk

Constable's Return of Service

I have served the foregoing warrant by posting attested copies thereof in the Post Office in Wellfleet and the Post Office in South Wellfleet in the Town on _____, which is at least seven (14) days before the date of said meeting, as within directed.

Date: _____

Constable: _____

APPENDIX A
(BUDGET DETAIL)

I. GENERAL GOVERNMENT

II. FINANCE

III. PUBLIC SAFETY

Public Safety		Actual	Actual	Budget	Dept. Head	Town Admin.	Selectboard	
		FY2021	FY2022	FY2023	FY2024	FY2024	FY2024	Increase
210	Police							
	Salaries	1,456,918.73	1,594,433.15	1,886,549.00	1,955,801.00			
	Expenses	131,557.04	206,533.02	209,400.00	225,700.00			
	Total	1,588,475.77	1,800,966.17	2,095,949.00	2,181,501.00			4.08%
215	Communications Dispatch							
	Salaries	373,414.49	384,307.00	426,934.00	436,481.00			
	Expenses	27,114.63	35,349.58	46,500.00	48,788.00			
	Total	400,529.12	419,656.58	473,434.00	485,269.00			2.50%
220	Fire							
	Salaries	1,594,145.65	1,975,346.97	2,262,347.00	2,252,830.00			
	Expenses	212,685.35	274,318.84	322,503.00	388,647.00			
	Total	1,806,831.00	2,249,665.81	2,584,850.00	2,641,477.00			2.19%
241	Building							
	Salaries	212,313.91	231,375.04	231,347.00	232,447.00			
	Expenses	4,975.40	7,701.23	10,557.00	10,800.00			
	Total	217,289.31	239,076.27	241,904.00	243,247.00			0.56%
291	Emergency Management							
	Expenses	4,473.46	1,658.76	5,000.00	5,000.00			
	Total	4,473.46	1,658.76	5,000.00	5,000.00			0.00%
293	Traffic/Parking							
	Salaries	2,250.00	2,550.56	2,250.00	2,370.00			
	Expenses	2,270.00	2,931.65	5,250.00	6,300.00			
	Total	4,520.00	5,482.21	7,500.00	8,670.00			15.600%
Public Safety (210-293)								
	Total	4,022,118.66	4,716,505.80	5,408,637.00	5,565,164.00			2.89%

IV. PUBLIC WORKS

V. PUBLIC SERVICE

VI. PUBLIC SCHOOLS

260 MARINA ENTERPRISE FUND

450 WATER ENTERPRISE FUND

Purpose of Warrant Article:

Proposed appropriation of Town funds

Article:

To see if the town will raise and appropriate \$100,500 (or any other sum) and to include this amount (or any other sum) in the budget for upcoming years in order to provide free breakfast and lunch for Wellfleet students at Wellfleet Elementary School and at the Nauset Regional Middle and High Schools.

Summary:

In July, Former Governor Baker agreed to a one year extension of the Pandemic era Free School Meals for all. This is in effect through June 2023. This article would provide free meals permanently for all of our students, regardless of income or emergency.

Note:

In the event that the Massachusetts State Legislature passes new legislation (HD 766 / SD 1013), providing permanent free meals to all Massachusetts students, we can remove this article.

In the event that the Massachusetts Legislature merely extends Free Meals for All for one year, we can amend the article to read “at the termination of state funded free meals”.

To: Richard Waldo, TA

From: Suzanne Grout Thomas, Director of Community Services

Date: December 19, 2022

Re: Expansion of Voucher system

In 2015, the Town of Wellfleet voted to support the Pre-school voucher program under which any child who lived in Wellfleet and was four years of age by August 1 of that year, would be eligible to receive up to \$7,000 for pre-school tuition. In 2019, the program was expanded to include three-year-olds as well as four year olds.

Given the cost of housing and living expenses on Cape Cod, it is often mandatory that both parents work outside the home and therefore the need for childcare and the expense of childcare is a serious impediment to keeping those young families in our town. To that end, I recommend that the Pre-school voucher system be expanded into a program that supports daycare as well, starting at the age of one month. I also recommend that the children of current Wellfleet employees be eligible for this program.

As of FY23, the annual allocation was \$200,000. According to the Town Clerk's records, there are 23 infants and toddlers in Wellfleet aged 2 or under who would be eligible for this funding for daycare that permits the parents to work outside the home. There are also Town employees who would take advantage of this. In FY 21 and FY22, the actual expenses for Pre-school vouchers were less than the \$200,000. However, both of these years were during the Pandemic and schools were closed for an entire quarter and many parents chose to keep their children at home even after the schools reopened.

- Not every child will go into daycare even if the funding is available. Space is limited at area daycare centers and the costs are high.
 - Cape Cod Children's Place
 - Full time Infant: \$1462/month
 - Full time Toddler: \$1378/month
 - Provincetown Schools (for non residents – residents and employees' children are free) - \$75/day (\$1500 to \$1650 per month depending on holidays etc.)
- **REQUEST for FY24 - \$175,000 additional funding for infants and toddlers**

To: Richard Waldo, Town Administrator

Cc: By-law Committee

From: Suzanne Grout Thomas, Director of Community Services

Date: December 30, 2022

Re: amending quorum for COA Advisory Board

The COA Advisory Board voted to request that that section of the General Bylaws that deals with their board be amended at ATM 2023 by reducing the ~~quorum membership~~ from eleven to nine. They further authorized me to begin that process.

The current language in the Bylaws is:

COUNCIL ON AGING ADVISORY BOARD

Section 1. Name and composition

There shall be a board known as the Council on Aging Advisory Board consisting of ~~eleven~~ nine residents of the Town of Wellfleet appointed by the ~~Board of Selectmen~~ Selectboard. Appointments shall be for a term of three years except that initial appointments shall be for shorter terms to ~~insure~~ ensure that the terms of one third of the Board members expire each year thereafter.

Section 2. Responsibilities

The Board shall, in consultation with the Director of Community Services

- a) Identify the over sixty year old population of the Town of Wellfleet that are eligible for services.
- b) Ascertain the needs of this segment of the population.
- c) Educate the community about these needs.
- d) Enlist the support and participation of all citizens in programs to meet these needs.
- e) Assist the Wellfleet Director of Community Services to design, develop and implement services to fill these needs and/or enhance existing services; and
- f) Support and advocate for Council on Aging programs and budget with the town administration and ~~Board of Selectmen~~ Selectboard.

The requested amendments are seen above in red type. The rationale for the reduction in the number of members is the difficulty the existing COA Advisory Board has encountered in achieving a quorum for meetings. They were unable to make a quorum from May 2022 to December 2022. It is hoped that this reduction will make it more likely that a quorum can be achieved on a regular basis.

If further information is needed or requested, please let me know.

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Darva, Please consider signing. Thanks, Bill
508-246-6952

CITIZEN PETITION

TOWN OF WELLFLEET, MA

To see if the Town will vote to adopt the following resolution:

WHEREAS, to address the very high cost of college and the fact that many Wellfleet families have a very difficult time paying for a 4-year degree program for their children;

WHEREAS, we find this an inequity that should be addressed.

NOW, THEREFORE, the Town Meeting votes to establish a Town of Wellfleet Scholarship Program with the following requirements:

- 1) To be eligible a student must be a Nauset High School graduate whose parent(s) live in Wellfleet;
- 2) Applicants must demonstrate a financial need by submitting a completed FAFSA form and provide data for all 529 plans that the applicant is eligible for;
- 3) Applicants must be either applying to or enrolled in a 4-year bachelor's degree program;
- 4) Applicants may renew their scholarship annually if they maintain good grades;
- 5) Applicants must be attending an accredited, not-for-profit college;
- 6) All scholarship payments will be made directly to the colleges;
- 7) The scholarship program will be administered by the Cape Cod Foundation and the Cape Cod Association, which last year provided more than \$54,000 in scholarships to eight (8) Wellfleet families, and more than \$1 million in scholarships to Cape Cod families.

And to raise and appropriate \$100,000 for this scholarship program.

OR TAKE ANY OTHER ACTION RELATED THERETO. (By Petition)

NAME	SIGNATURE	ADDRESS (VOTING ADDRESS)
William K. Dugan	William K. Dugan	10 Cypress St. Wellfleet
Lee Womerson	Lee Womerson	44 Cypress St. Wellfleet
Ann Seeger	Ann Seeger	418 Nantucket Bluff Rd
Sarah Robin	Sarah Robin	29 Brian Lane Wellfleet
Wendy Wadsworth	Wendy Wadsworth	99 Springbrook Road
John J. ADRIAN	John J. ADRIAN	99 Spring Brook Rd Wellfleet
Anthony Williams	Anthony Williams	29 Brian Lane Wellfleet

7 total 14

Will, please consider signing thanks, TCU

508-241-8952

CITIZEN PETITION

TOWN OF WELLFLEET, MA

To see if the Town will vote to adopt the following resolution:

WHEREAS, to address the very high cost of college and the fact that many Wellfleet families have a very difficult time paying for a 4-year degree program for their children;

WHEREAS, we find this an inequity that should be addressed.

NOW, THEREFORE, the Town Meeting votes to establish a Town of Wellfleet

Scholarship Program with the following requirements:

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- 2) Applicants must demonstrate a financial need by submitting a completed FAFSA form and provide data for all 529 plans that the applicant is eligible for;
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- 7) The scholarship program will be administered by the Cape Cod Foundation and the Cape Cod Association, which last year provided more than \$54,000 in scholarships to eight (8) Wellfleet families, and more than \$1 million in scholarships to Cape Cod families.

And to raise and appropriate \$100,000 for this scholarship program.

OR TAKE ANY OTHER ACTION RELATED THERETO. (By Petition)

NAME	SIGNATURE	ADDRESS (VOTING ADDRESS)
William K. Dujan	William K. Dujan	10 Cypress St. Wellfleet
William Tacuessa	William Tacuessa	206 Old Wharf Rd. Wellfleet
Alice Tacuessa	Alice Tacuessa	206 Old Wharf Rd. Wellfleet

2

Bruce, give me a call when you
get a chance, 508-246-6952
B.J.

CITIZEN PETITION

TOWN OF WELLFLEET, MA

To see if the Town will vote to adopt the following resolution:

WHEREAS, to address the very high cost of college and the fact that many Wellfleet families have a very difficult time paying for a 4-year degree program for their children;

WHEREAS, we find this an inequity that should be addressed.

NOW, THEREFORE, the Town Meeting votes to establish a Town of Wellfleet

Scholarship Program with the following requirements:

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- 3) Applicants must be either applying to or enrolled in a 4-year bachelor's degree program;
- 4) Applicants may renew their scholarship annually if they maintain good grades;
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- 6) All scholarship payments will be made directly to the colleges;
- 7) The scholarship program will be administered by the Cape Cod Foundation and the Cape Cod Association, which last year provided more than \$54,000 in scholarships to eight (8) Wellfleet families, and more than \$1 million in scholarships to Cape Cod families.

And to raise and appropriate \$100,000 for this scholarship program.

OR TAKE ANY OTHER ACTION RELATED.THERETO. (By Petition)

NAME	SIGNATURE	ADDRESS (VOTING ADDRESS)
William K. Dugan	William K. Dugan	10 Cypress St. Wellfleet
Bruce Hurter	Bruce Hurter	55 Atlantic Ave Wellfleet
Madeleine Entel	Madeleine Entel	55 Atlantic Ave Wellfleet
Robert G. Dugan	Robert G. Dugan	10 Cypress St. Wellfleet
DANIEL GRANSEN	Daniel Gransen	26 RAINE AVE WELLFLEET MA
Gary Joseph	Gary Joseph	366 Old Kings Hwy Wellfleet, Ma.



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

VI

BUSINESS

~ D ~

REQUESTED BY:	Kathleen Bacon ~ Board Member
DESIRED ACTION:	To decided how the board will name the 95 Lawrence Housing Project
PROPOSED MOTION:	A motion will be made at the time of the meeting if needed.
Summary:	
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

VI

BUSINESS

~ E ~

REQUESTED BY:	Ryan Curley ~ Chair
DESIRED ACTION:	The review and approve the letter written to the Department of Environmental Protection (DEP) regarding Wellfleet's Watershed permit application
PROPOSED MOTION:	I move to approve the letter written on behalf of the Town of Wellfleet to the DEP regarding the watershed permit application.
SUMMARY:	
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____



TOWN OF WELLFLEET

300 MAIN STREET WELLFLEET MASSACHUSETTS 02667

Tel (508) 349-0300 Fax (508) 349-0305

www.wellfleet-ma.gov

Mildred Garcia Serrano
Director of MassDEP Southeast Region Office
20 Riverside Drive, Lakeville, MA 02347

Attention: Targeted Watershed Management Plan Review Status

Dear Ms Garcia-Serrano,

Wellfleet is extremely grateful for the Massachusetts DEP's continued attention to the Wellfleet Harbor Watershed. The Town is committed to addressing the nitrogen issues within our embayment. As you are aware, we submitted our Targeted Watershed Management Plan in June of last year. As you can understand, the town is anxiously awaiting the completion of the review. So we can make modifications where warranted and provide some degree of certainty in our capital planning process. The sooner the review is completed, to sooner we move to implement the management strategies that will improve the health of our Coastal Waters.

Thank you,

Sincerely:
The Wellfleet Selectboard

Ryan Curley - Chair

Michael DeVasto - Vice Chair

John A. Wolf

Barbara Carboni

Kathleen Bacon

cc:

Gerard Martin
Andrew Osei



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

VI

BUSINESS

~ F ~

REQUESTED BY:	Town Administrator ~ Richard Waldo
DESIRED ACTION:	To review and approve the FY2024 Proposed Staffing Positions
PROPOSED MOTION:	I move to approve the FY 2024 staffing positions as proposed at tonight's meeting
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

VI

BUSINESS

~ G ~

REQUESTED BY:	Town Administrator ~ Richard Waldo
DESIRED ACTION:	To review and approve the FY2024 Proposed Staffing Position ~ Finance Director
PROPOSED MOTION:	I move to approve the FY 2024 establishment of a Finance Director for the town of Wellfleet.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____



MEMORANDUM

TOWN OF WELLFLEET MASSACHUSETTS 02667
Tel (508) 349-0300 Fax (508) 349-0305
www.wellfleet-ma.gov

To: Selectboard
From: Richard J. Waldo, Town Administrator
Cc: Rebekah Eldridge, Executive Assistant
Subject: Finance Director
Date: February 16, 2023

Pursuant to Wellfleet's Home Rule Chart section 5-6-1, I am seeking approval to establish the position of Finance Director to lead our financial operations. The primary roles of the Finance Director are:

- Coordinate the work of the finance team
- Provide timely direction and oversight on financial matters
- Ensure the regular reconciliation of cash and receivables
- Maintain effective internal controls
- Ensure timely fulfillment of internal and external reporting requirements, including to DLS
- Manage the custody, collection, disbursement, and investment of town funds
- Oversee payroll and accounts payable in conjunction with the treasury office
- Advise and support boards, committees, and policymakers on financial matters
- Facilitate the annual audit engagement and develop and monitor corrective action plans
- Assist the town administrator in preparing multiyear revenue and expenditure forecasts
- Monitor progress of capital projects
- Compile personnel costs for the annual budget

The Finance Director will focus on the town's financial management activities such as developing annual and capital budgets, drafting and advising financial policies, and leading a core team of accounting, treasury, collection, and assessing functions. It is my anticipation that the finance director position be combined with the Town Accountant position to encourage stability in a position that has turned over 9 times in recent years.

The request before you tonight is to approve the establishment of the finance director position to lead a finance department consisting of a Finance Director, Accountant(s), Treasurer(s), Collector(s), and the Assessor(s).



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

VI

~ BUSINESS ~

~ H ~

REQUESTED BY:	Ryan Curley ~ Chair
DESIRED ACTION:	To discuss and approve a letter from the Selectboard to the Planning Board regarding dates for a public hearing, bylaws
PROPOSED MOTION:	I move to direct the town administrator to take tonight's suggestions for a letter to be written on behalf of the Wellfleet Selectboard to the Wellfleet Planning Board discussing dates for a public hearing regarding the amended zoning bylaws that have been voted on.
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

VII

SELECTBOARD REPORTS:

Reported by:	Topic:



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

VIII

TOWN ADMINISTRATOR REPORTS

- **Please see Selectboard packet for full report**



MEMORANDUM

TOWN OF WELLFLEET MASSACHUSETTS 02667
Tel (508) 349-0300 Fax (508) 349-0305
www.wellfleet-ma.gov

To: Selectboard
From: Richard J. Waldo, Town Administrator
Cc: Rebekah Eldridge, Executive Assistant to Town Administrator
Subject: Department Update Report for the February 21, 2023 Select Board Meeting
Date: February 14, 2023

Administration

- The Town has prepared the first draft of the Town Warrant and will be available for review in the February 21, 2023 Selectboard packet.
- The Outer Cape Towns will be getting together on February 15th to discuss the end of the Lower Cape Ambulance contract for Provincetown and Truro and its implication on the other Towns.
- The Town is utilizing accounting services from Clifton, Larson, and Allen LLC. to fulfill the duties of the vacant Town Accountants position. The Town is actively seeking a permanent replacement for the position.
- The bid opening for the Maurice's Campground lease operation took place on 2/8/2023. Expected award recommendation to the Select Board is hopefully 2/28/2023
- Frank Destino, our new Assistant Town Accountant began employment on 2/6/2023
- Soil testing took place at the ballfield on 95 Lawrence Rd. on 1/26/2023 for preparation of the design for the WWTF for the 95 Lawrence Rd. housing project and the surrounding Town facilities.
- ATA is having bi-weekly meetings with the HR Director, Treasurer, and Assistant Treasurer to coordinate the new responsibilities of the HR Director

Building

- Review Building Permit Applications, Issue Permits, Issue Certificates of Occupancy, Issue Certificates of Completion, Annual Inspections, Issue Certificate of Inspections, building site inspections, Respond to Complaints, Office Hours 8:00 – 10:30 a.m., (or by appointment) to address Building Code and Zoning questions with applicants and the public.
- Responding to written complaint letter concerning 70 Main Street, regarding (7) alleged Town of Wellfleet Zoning Bylaw Violations from an abutter(s) to 70 Main Street property. Received documents, based on Building Department request for additional information, from Trudy Vermehren on 01/17/2023. Provided update to Victoria Dalmas, attorney for the complainant (abutters), that final Building Commissioner response will be issued no later than February 23, 2023.

- Reviewing 2023 Business License applications.
- Received written response from property owner at 49 Chequessett Neck Road that their plan moving forward is to demolish the existing structure. The existing structure was posted, “Unsafe”, on December 22, 2022 at 3:30 p.m. Owner will submit demolition permit application to the Building Department asap.

Community Services

Council on Aging / Adult Community Center

- Exercise classes are now free to Wellfleet residents to encourage in person participation and numbers are growing
- AARP Tax assistance is available at the ACC – please call to make an appointment
- SHINE insurance counseling is also available twice per month – call for an appointment
- We are having serious supply problems with on call drivers.

Beach Program

- The Lottery for our 136 rack spaces was completed on January 31st and 136 emails have gone out to the lucky people whose names were selected.
- They have until March 1 to confirm their space by submitting a signed form (provided by email) and a check for \$100 made out to the Town of Wellfleet.
- Stickers have gone out for a quote and should be delivered by April 1.
- The Beach Office will open (all things being equal) the week of April 3 and be open Monday-Friday 9am to 3pm for in person sales.

Harbormaster

- Harbormaster Academy: The Harbormaster Academy has been re-established, after a very long hiatus. This is required in the Commonwealth under the guidance of EOPSS, this portion is with curriculum from the MPTC for all Full Time Harbormasters and Assistant Harbormasters. I am currently attending classes 3- 5 days a week from January till the end of March.
- Assistant Harbormaster job search: With the help of the Human Resources department, and the Assistant Town Administrator, we have advertised to fill the Assistant Harbormaster position, and we are currently conducting interviews with the hope to fill this position as soon as possible.
- Maintenance: The old concrete dock sections are almost completely rebuilt, the bath house interior is being repainted, smaller dock repairs are continually ongoing, and the boats are undergoing many repairs and modifications that we can do in-house. With all this fair weather we have been able to make a lot more repairs around the Harbor than we imagined before winter vanishes “into thin air”. Since you are now thinking Shakespeare, Prospero, and the life cycle of continual maintenance; “We are such stuff as dreams are made on”.

- Fuel tanks: The fuel tanks are on schedule and regular updates are being held with the contractor and engineer.
- Dredging: Mitigation planning for Area II is ongoing and moving at a very fast pace. The Sand Shoaling project near the Breakwater, has been awarded for engineering design and permitting.
- Our Biggest fans: We are currently accepting additional treats for our largest fan club, The dogs of Wellfleet, we like to ensure they are compensated fairly for walking their humans.

Health/Conservation

- We are continuing to distribute covid antigen test kits to residents and employees of local businesses. We are just about out of antigen tests and plan to hold on to the last box for emergency situations. Since I submitted my previous bullets, we have had 11 cases identified in the state reporting database (PCR Only). The County is currently in the medium-risk category.
- We met with our Relevant Software trainer and went into the field with the new inspectional software and equipment. The training provided was amazing and we are so excited to get inspecting on electronic devices. The reports produced and the professionalism of the documents are absolutely amazing!
- We are continuing to work on the community fridge effort. We have had several meetings with key community members to discuss food acquisitions, regulations, locations, costs, and construction.
- We are currently working on an EOEIA grant to fund one freezer and fridge for downtown, one fridge for the community garden and two hand pump wells. One well would be located in the community in a neighborhood and the other at the Adult Community Center both for use in emergency situations.
- Progress is continuing to be made on our septic and well viewer. Arozana Tesson has been coming in the afternoons to update the programming and we expect it to complete in the next few weeks.
- We continued work on the regional CZM Resiliency Grant on shoreline management and the Community Best Practices Grant. We met with DPW Directors, Beach Administrators, Shellfish Constables, and Conservation Agents in the four towns to discuss the regional sand banking proposal. An MOU will be forth coming to describe this program in more details. We have been working closely with Urban Harbors Institute on interview questions for town and committee staff to assess needs, procedures, and future goals to further regionalization efforts.
- Sent formal correspondence to MA DEP at their request to review design and installation issues with provisional use enhanced I/A technologies, still awaiting a response! It has been a month and a half with little to no acknowledgement and this is holding up installations on systems in town. I have reached back out and was told it was going to take another two weeks to respond.

- Attended another meeting with Barnstable County MASSTEC staff to review their EPA grant for RME work and to see how Wellfleet wants to partner and participate. We will be working collaboratively over the coming months and years and a formal MOU will be forthcoming.
- Attended a meeting to discuss the IUP for WW projects. In attendance was MA DEP, MA Clean Water Trust, Scott Horsley, Curt Felix, GHD, and Barnstable County and Town Staff. We spoke mainly about financing through the SRF for the enhanced I/A program and what exactly the requirements are for the application. This project is of course not like any they have seen so these initial discussions are really important to make sure we are aware of the requirements and we can construct out application to comply.
- Working with the AG's office on an abandoned property that has been a blight to the community. They sent the property owner a letter last month indicating that a receiver would be placed in charge of remediating the situation at the property if action was not taken by a date certain. This is proving to be the most useful thing we have done with this property to gain compliance.
- Had another meeting to discuss Opioid settlement ideas and continued to hear from a broad range of community partners on the work they do and the work that is needed in our communities. We will continue to meet to refine a proposal that we hope to bring to the Boards on the Outer Cape shortly.
- Following up on the Public Health Assessment we have been working with the County Nursing division to bring services to the outer cape. We are looking to place a nurse at the 246 kitchen community dinners, the Adult Community Center, and hopefully the library with regular frequency and provide blood pressure checks, blood glucose testing, and ask a public health nurse. The County has been interviewing to find a nurse to service our area. This is an incredible partnership and their support has been incredible.
- Hosted a chokesaver training for restaurant employees at the fire station that was well attending. This is a requirement of the business license and the regulations and were lucky to have the Cape Cod MRC provide the training and certificates of completions.

Fire

- No Update

Library

- Our Catalog is changing. Aspen Discovery Catalog will be a MUCH IMPROVED search system for our patrons, and we are looking forward to presenting it to you. You need to know a few things as we switch over to our new system. You will be unable to access your account from Feb. 24-26th. On February 27th, when you go to log into your account, you will see the Aspen page, instead of the Encore page that you have been used to. When you enter your barcode to log in, you will be prompted to enter the last four digits of the phone number you have on file. You will then be able to select your own password. Once you do this, you will receive a confirmation email, sent to the email you have on file. Please call the library at 508-349-0310 to make sure you have your correct phone number and email on file.

Also, you will be logged out of Overdrive/Libby and all electronic resources such as Kanopy. Once you reset your password, you can log back in and you won't lost your place

in the queue or anything you have saved. Check out the FAQ's here: <https://info.clamsnet.org/new-catalog-coming-soon/>

- Our seed library goes live on Friday, February 17th. Come get FREE seeds to plant your spring garden. The seeds are housed in the old card catalog (alphabetized) and we have tons of books and periodicals to get you started if you are a new gardener. This amazing program is presented by the Friends of the Library. We give out thousands of seed packets per year and love seeing the photos of the lovely things you grow!
- We are holding movie nights for Black History Month every Tuesday at 5:00. The film, Till, is scheduled for Tuesday the 21st, and the Dr. Questlove film, Summer of Soul (or when the revolution could not be televised) is on the 28th. We also have an excellent display of books and films curated by our Outreach Coordinator, Racine Oxtoby.

Police

- On Tuesday February 7th, the Police Department began a six week Citizens Police Academy with ten students currently attending. The purpose of the academy is to create a stronger partnership between the police department and the citizens of Wellfleet through education about the duties/operations of the department. The course will cover topics ranging from patrol/supervisory functions, criminal investigations, use of force and a citizen ride along with a police officer to name a few. The course was organized and being run by Sergeant Paul Clark, Detective Nick Daley and Officer Matt McGue.
- The police department began planning discussions with SPAT for the 2023 Oyster Festival scheduled for Saturday October 14th and Sunday October 15th. The planning discussion has focused on moving the festival back to Main Street with safety precautions in place that were utilized at Bakersfield last year. The department thanks SPAT for their continued support and working in collaboration with all town departments.
- The department began advertising for Community Service Officers to assist the department for the 2023 Summer Season. The Community Service Officer performs a variety of routine non-critical public safety and clerical tasks. Among them, enforce municipal parking regulations, respond to citizen requests for service or direction, community policing activities, traffic control activities and provide non-emergency assistance to the full time patrol staff of the department.

Public Works

- DPW Administration
 - a. Finalized the OPR (Owners Project Representative) contract for the Herring River Restoration project.
 - b. MIG began mobilizing storage units to the staging area at CNR Bridge
 - c. Appraisals for Main street have been completed and are under review.
 - d. Director Norton presented the FY 2024 DPW Operating Budget to the Finance Committee.
 - e. Working with Barnstable County regarding Tier II reporting for EPA/NECRA in anticipation of March 1st reporting deadline.
 - f. Conducted 2 rounds of collective bargaining meetings with Teamsters representatives and Town officials
 - g. Reviewing bids from Maurice's Campground RFP

- Facilities/Grounds
 - a. Foreman Williams is attending a 5 week (1 class per week) OSHA 40 Hazwoper training that Barnstable County health organized for free. Normally \$900/person.
 - b. Stripped/buffed floors at Fire Department

- Highway
 - a. Grading multiple dirt roads in Town while the weather remains mild.
 - b. We continue to haul material from the pit to the transfer station. This is to prepare for the Herring River Low Lying Roads project that is anticipated to commence in late 2023.
 - c. Foreman Russell is attending a 5 week (1 class per week) OSHA 40 Hazwoper training that Barnstable County health organized.

- Transfer Station
 - a. Foreman Cicale is attending a 5 week (1 class per week) OSHA 40 Hazwoper training that Barnstable County health organized.

Recreation

- As part of the “Community Center without Walls” initiative, the Department hosted two recent teen activity nights featuring games such as ping, pong, air hockey, foosball, basketball, pickleball and glow dodgeball at Wellfleet Elementary School. Participation and enthusiasm have been high as 20+ attended, each session. These game nights will continue bi-weekly throughout the school year. In addition, the Department is in partnership with WPD to plan additional activities for this often-underserved age group.

- March after school activities will include wiffle ball , futsal and arts and crafts and jewelry making classes.

- An Adult round robin pickleball session for intermediate level and above is held on Sunday mornings from 9:30-11:30 at Wellfleet Elementary School. Beginner level clinics and round robin will begin in March.

- The Recreation basketball season is winding down with all teams having very successful winning seasons!. Many thanks to volunteer coaches, Michele Wanco, Myya Beck, Arozana Davis, Alex Hay, and Barbara Boone for sharing their talents in teaching and coaching basketball with the hometown players and to referee Bud Hurtt, for his ability to teach while also aptly officiating games at the rec level.

- A family free skate session at Charles Moore Arena in Orleans will be held during February Vacation on Tuesday 2/21,5:30-7.

- Open gym basketball for high school- adult ages continues at the Elementary School gym, this popular program has over 25 attendees per week.

- Extensive planning is underway for the Billingsgate Basketball Tournament which will be held in mid March.

- Planning has already begun for the Summer Recreation Programs for 2023, and Spring softball and T-ball.

Shellfish Department

- End of 2022 highlights include: Many thanks to Assistant Town Treasurer Christine Young for staying late on Friday, December 30, in order to take in a \$6,000+ turnover from us!
- We greatly appreciate Assistant DPW Director Pete Morris who came in from shopping on Christmas Eve afternoon with the front loader to remove sand at Powers Landing that had piled up and blocked shellfish farmers' access to the flats.
- We are grateful to the Town Administrator for his flexibility in the absence of a Principal Clerk and allowing us to bring in a part-time staff person to offer in person sales at the Shellfish Dept. office on the Thursday and Friday before New Year's. This resulted in more than \$12,000 in revenue and shellfishermen being able to harvest on Jan. 1, 2023.
- All of our aquaculture gear was taken off the town grant in the first week of January, and our oysters were put into our pits at the Transfer Station with help from an AmeriCorps project day.
- The last big oysters from our grant were distributed in Chipman's Cove and the closed area of the Indian Neck recreational only area so that there will be ample supplies come next summer.
- In person sales of shellfishing permits are continuing in our office, Monday through Friday, from 8 to 11 a.m. First time commercial permit holder orientations are being given.
- The department is working with Chris Allgeier and Curt Felix from the Dredging Task Force and with the Shellfish Advisory Board to determine areas suitable for the Town to use as mitigation for dredging the mooring basin while respecting the shellfishing industry's harvest needs.
- About 10 grant holders have turned in applications for grant extensions and transfers, and the department has been helping many other grant holders with paperwork.
- The department conducted all overwintering grant inspections, checking for number of racks left out, and most importantly, that gear is tagged.
- Shellfishing was closed for two days due to temperatures below 28 degrees F. Ice formed in parts of the harbor, and we are working with grant holders who were affected.
- During a seed enforcement action with a wild harvester, we confiscated 1.5 bushels of oysters.
- With permission from the Town Administrator, we are working with our former seasonal part-time deputy who is re-doing grant licenses in the continuing absence of a Principal Clerk.
- We have been working with Town Counsel on the interpretation of the regulation on where grants can be located, especially as regards Egg Island where we have two extension applications and a new grant license to issue.
- We worked with our consultant to prepare maps of Wellfleet Harbor aquaculture areas with the Mean Low Water contour represented. He also created maps for the Indian Neck deep-

water grants to be subdivided. The Selectboard approved them, and they will go to a lottery.

- We worked with the Harbormasters to ensure that all boats commercial shellfishing in Wellfleet Harbor were properly registered and home ported to Wellfleet as required by our regulations.
- We are trying to get our new 2023 truck, while dealing with the fact that our 2016 trade-in is not drivable. We had tire issues with our 2020 truck, the only other working truck we have. The steering went on our skiff, and we took it in for repairs.
- We are dealing with a leaking roof and are working with the DPW, Beach Dept. and Harbormaster to try and remedy it as it affects our computer and printer.
- With our oysters in the pit and our grant put to bed, first Chris, then Nancy and Johnny were able to take vacation time.

Town Clerk

- Processing Census forms, which includes scanning, filing, making necessary changes to the States Voter Registry information system, and mailing voter registration forms.
- Producing candidate paperwork and certifying signatures.
- Two very broad public records requests.



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

IX

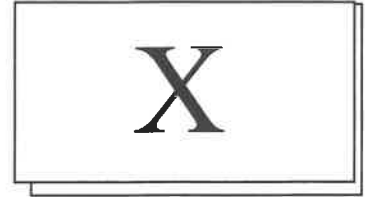
TOPICS FOR FUTURE DISCUSSION

- **The Selectboard will discuss a list of current items that are outstanding**



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023



VACANCY REPORTS

*****Please see the packet for full report*****

Date: February 21, 2023
To: Board of Selectmen
From: Rebekah Eldridge
Re: Vacancies on Town Boards

Bike and Walkways Committee (5 members)

Vacant Positions	Appointing Authority	Length of Term
2 Positions	Selectboard	1 year (complete term)

Requesting Appointment: No applications on file

Board of Assessors (3 members, 1 alternate)

Vacant Positions	Appointing Authority	Length of Term
1 alt Position	Selectboard	3 years

Requesting Appointment: No applications on file

Board of Health (5 members, 2 alternates)

Vacant Positions	Appointing Authority	Length of Term
0 alt Positions	Selectboard	3 years

Requesting Appointment: No applications on file

Board of Water Commissioners (5 Members, 2 Alternates)

Vacant Positions	Appointing Authority	Length of Term
2 alt Positions	Selectboard	3 years

Requesting Appointment: No applications on file

Cable Advisory Committee (5 Members)

Vacant Positions	Appointing Authority	Length of Term
1 Position	Selectboard	1 year

**Requesting Appointment: Lawrence Marschall appointed to Committee 2-7-2023.
Mark Washburn submitted his resignation 1-27-2023.**

Commission on Disabilities (up to 5 Members)

Vacant Positions	Appointing Authority	Length of Term
1 Position	Selectboard	3 years

Requesting Appointment: No applications on file

Conservation Commission (7 Members + 2 alternates)

Vacant Positions	Appointing Authority	Length of Term
0 Positions	Selectboard	
2 alt Positions		3 years

Requesting Appointment:

Council on Aging (11 Members)

Vacant Positions	Appointing Authority	Length of Term
2 Positions	Selectboard	3 years

Requesting Appointment: No application on file

Cultural Council (no more than 15 Members)

Vacant Positions	Appointing Authority	Length of Term
7 Positions	Selectboard	3 years

Requesting Appointment: no applications on file

Dredging Task Force (5 Members)

Vacant Positions	Appointing Authority	Length of Term
0 Positions	Selectboard	3 years

Requesting Appointment: No applications on file

Energy and Climate Action Committee

Vacant Position	Appointing Authority	Length of Term
1 Position	Selectboard	

Alternate Position
1 Position

Finance Committee (9 members, 2 alternate)

Vacant Positions	Appointing Authority	Length of Term
1 Alternate Position	Town Moderator	3 years

Requesting Appointment: **one** application on file ~ Timothy Sayer

Historical Commission (7 members)

Vacant Positions	Appointing Authority	Length of Term
0 Vacancies	Selectboard	3 years

Requesting Appointment: **no** application on file

Local Housing Partnership (at least 10 members)

Vacant Positions	Appointing Authority	Length of Term
0 Vacancy	Selectboard	1 year

Requesting Appointment: No application on file

Marina Advisory Committee (7 Members, 2 Alternates)

Vacant Positions	Appointing Authority	Length of Term
1 Alternate Position	Selectboard	2 years

Requesting Appointment: No applications on file

Natural Resources Advisory Committee (7 Members)

Vacant Positions	Appointing Authority	Length of Term
3 Position	Selectboard	3 years

Requesting Appointment: No application on file

Open Space Committee (7 Members)

Vacant Positions	Appointing Authority	Length of Term
0 Positions	Selectboard	1 year

Requesting Appointment: **No** application on file

Personnel Board (4 members + TA + FinCom Rep)

Vacant Positions	Appointing Authority	Length of Term
2 Positions	Selectboard	3 years

Requesting Appointment: No applications on file

Planning Board (7 members + 2 alternates)

Vacant Positions	Appointing Authority	Length of Term
1 voting position	Selectboard	5 years

2 Alternate Position
Requesting Appointment: No applications on file

Recreation Committee (7 Members)

Vacant Positions	Appointing Authority	Length of Term
2 Positions	Selectboard	3 years

Requesting Appointment: No applications on file

Recycling Committee (7 Members + 2 Alternates)

Vacant Positions	Appointing Authority	Length of Term
2 Alternate Positions	Selectboard	3 years

Requesting Appointment: No applications on file

Rights of Public Access (5 Members)

Vacant Positions	Appointing Authority	Length of Term
2 Positions	Selectboard	1-2 years

Requesting Appointment: No application on file

Shellfish Advisory Board (7 members + 2 Alternates)

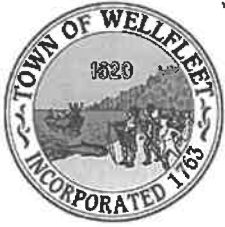
1 Vacant Positions	Appointing Authority	Length of Term
1 Alternate Position	Selectboard	3 years

Requesting Appointment: No application on file

Zoning Board of Appeals (5 Members, 4 Alternates)

Vacant Positions	Appointing Authority	Length of Term
0 Position	Selectboard	3 years

Requesting Appointment: No applications on file



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

XI

MINUTES

REQUESTED BY:	Executive Assistant
DESIRED ACTION:	Approval of Minutes
PROPOSED MOTION:	I move to approve the meeting minutes of February 7, 2023
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____

Wellfleet Selectboard
Hybrid Meeting: Zoom ~ 715 Old King's Highway
Tuesday February 7, 2023; 7pm
Meeting Minutes

Members Present: Ryan Curley, Chair; Michael DeVasto, (virtually); Vice Chair; Kathleen Bacon, Barbara Carboni, John Wolf (virtually)

Others Present: Richard Waldo, Town Administrator; Rebekah Eldridge, Executive Assistant; Stephen Pickard, Karen Johnson, Ross Scherma, Trudy Vermehren, Culley Shultz, Eric Bremicker, Evan Bergman, David Mead-Fox, Merrill Mead-Fox, Will Sullivan, Harbormaster, Chris Allgeier, Chair of The Dredging Task Force; Kathleen Walker, Gregg Corbo, KP Law; Karen Johnson, Chief Michael Hurley, Police; John Cirello, Attorney for Pickard; Helen Miranda Wilson, Lili-Ann Green, John Mankevetch, Shellfish Department, Curt Felix

Chair Curley called the meeting to order at 7:03pm

I. *Announcements, Open Session and Public Comments*

Note: Public comments must be brief. The Board will not deliberate or vote on any matter raised solely during Announcements & Public Comments.

Chair Curley announced that there was an opening on the Planning Board due to a member no longer attending the meetings and due to the charter, he is no longer a member.

II. *Consent Agenda*

A. Appoint Lawrence Marschall to the Wellfleet Cable Advisory Committee ~ application received January 18, 2023

B. Approval of Class II License ~ Wellfleet Service Center ~ Slaibi Enterprises, Inc.

Chair Curley Moved; Board Member Carboni Seconded; and it was voted to approve the consent agenda with no objections.

Roll Call Vote: 5-0

III. *Employee Matters*

A. Appoint Jack M. Poska as a full-time officer for the Wellfleet Police Department ~ Chief Michael Hurley

Chief Hurley spoke to the board regarding Poska and gave the board information o vacancies that will needed to be filled due to circumstances beyond his control.

Chief announced to the board the new full time officer Jack M. Poska, giving his college background information and stated that Poska will have a full degree when he arrives to Wellfleet.

Chair Curley Moved; Board Member Seconded, and it was voted to approve the appointment of Full-Time police officer Jack M. Poska for the Wellfleet police department with the conditions specified by the Wellfleet Police Department

Roll Call Vote: 5-0

IV. **Public Hearings ~ Board Member DeVasto recused himself from all shellfish hearings.**

- A. Application for Shellfish Grant license #95-15 consisting of 0.92 acres on Egg Island to Karen Johnson

Johnson came before the board; Chair Curley spoke to the license and Curley stated she met all the requirements.

Chair Curley moved; Board Member Carboni Seconded, and it was voted to approve the application from Karen Johnson for shellfish grant license #95-15 consisting of 0.92 acres on Egg Island, which she was selected for in a lottery December 20, 2022.

Roll Call Vote: 4-0-1

- B. **Hearing Continued from January 31, 2023, ~ Application received on January 3, 2023, for grant license extension #2000-2 ext on Egg Island~ Stephen, Iris and Benjamin Pickard**

Pickard came before the board with his attorney, Corbo spoke to the board giving his opinion about the maps that the board and shellfish constable were using for their information. He explained that there are questions about Area 1; he stated that it was his opinion that a survey needs to be conducted by a licensed surveyor to get the exact locations and lines so the regulations can be redone. He continued that once the lines are more definitely stated the applicants can re-apply for the grant extension. Attorney Cirello spoke to the board about approving the grant license, and suggested the board approve it tonight, instead of waiting for a regulation that no one agrees on.

Chair Curley stated that because this public hearing hasn't been advertised as a change in regulations that item can't be addressed at tonight's meeting. He agreed that the regulations needed to be changed. He stated the hope is to have a new regulation, by the end of April 2023. Carboni spoke to the board and Pickard that she feels the applicant should withdraw the application without prejudice and then reapply when the regulations are changed. Corbo agreed with Carboni and stated all the applicants should withdraw without prejudice and then reapply once the regulations have changed. Bacon stated she didn't want to create precedent where the board says yes to one license and no to another. The board discussed this at great length and Corbo stated again that if the board was to vote on this today, they deny it but if they postponed it and they could decide to rewrite the regulation. Chair Curley stated that he has no issue granting the extension, but recognized the importance of the need to change the regulation. Corbo stated in his opinion that he feels the board could continue the hearing until April. Wilson spoke to the board regarding what the shellfish constable stated at the last meeting that if he withdrew his application without prejudice, he wouldn't lose his place in line for this grant extension.

Chair Curley moved; Board Member Wolf Seconded; and it was voted to continue the public hearing for grant extension #2000-2 ext. on Egg Island received from Stephen, Benjamin, and Iris Pickard until April 4, 2023, at 7pm.

Roll Call Vote: 4-0-1

- C. Application for Shellfish Grant License #95-16 consisting of 0.92 acres on Egg Island to Ross Scherma
Chair Curley spoke to Scherma about his application and asked if he spoke with the shellfish constable. He stated that he wouldn't mind doing this. He agreed to withdraw his application without prejudice until the new regulation was written.
Chair Curley Moved; Board Member Wolf Seconded; and it was voted to accept the withdrawal without prejudice of the application for grant license #95-16 from Ross Scherma, for which he was selected in a lottery on December 20, 2022.
Roll Call Vote: 4-0-1

V. ***Licenses***

- A. Request from Trudy Vermehren, The Fox and Crow Inc. To serve alcohol on Sundays beginning at 10am instead of 12 noon.
Chair Curley Called up Trudy to come before the board. She spoke to the board requesting a start time to serve alcohol on Sunday's at 10am instead of 12pm. She stated she knew the selectboard was the licensing authority. Carboni spoke to the board stating she had section 33B of chapter 138 which states that the town has adopted this statute? Waldo stated he didn't know, and looking at the policies the town has adopted Mass General Law 138 but he didn't see if the town has adopted this specific law. He stated he cannot state that the town has ever adopted this. He would need to go to the town clerk and see if the town had ever adopted this regulation. Waldo stated in 2016 the regulations were updated and stated it identifies the laws but not this specific law. Carboni spoke to Vermehren stating she would be willing to approve the application with the conditions that the town find out if the general law was passed.
Bacon stated that she was uncomfortable with this request due to the fact that there could be an overindulgence of a customer on a Sunday morning and if there were an accident the town would be liable. Chief Hurley found that on a voice vote at the annual town meeting in April of 2011 chapter 138 Section 33B was approved.
Chair Curley Moved; Board member Carboni Seconded; and it was voted to approve the Fox and Crow, Inc to begin serving alcohol on Sundays beginning at 10am For brunch service.

VI. ***Use of Town Property***

- A. New England Endurance Events ~ Kathleen Walker ~ June 17, 2023, 5am-11am, Wellfleet Sprint Triathlon; September 16, 2023, 5am-12pm ~ The WTP Multistage Race ~ See Packet for full details and breakdown.
Walker spoke to the board, and stated her colleague would be at the microphone to answer any questions. Chair Curley had some questions regarding both events. Public roads would be used for the race in June. The September race would be using established foot paths, dirt roads in the pond area and some small areas of public roads. Bacon had some issues with the foot paths being used. Walker gave a full breakdown of the race and what the town could expect from that race.
Chair Curley Moved; Board Member DeVasto Seconded; and it was voted to approve New England Event to hold the Wellfleet Sprint Triathlon on

June 17, 2023, from 5am to 11am using Long Pond parking lot, grassy area, Long Pond Rd., Lawrence Rd. Gross Hill Road, Ocean View Dive and the Elementary School Parking Lot, and the WTP Multi Stage Race on September 16, 2023 from 5am to 12pm using unpaved roads trails on Long Pond Rd., Gull Pond Rd. Cahoon Hollow Rd, and the Elementary School Parking Lot and field. For a fee of \$800 per event.

Roll call Vote: 5-0.

Baker's Field Pavilion ~ Friday September 8, 2023; 3:30pm-10:00pm ~ Rehearsal Dinner Clambake ~ Culley Schultz & Eric Bremicker. Both Schultz and Bremicker were on the meeting. They stated that they would like to use the pavilion for their rehearsal dinner the night before their wedding for 30 people. Bacon requested that the board increase the fee for the applicants.

Board member Bacon Moved; Board Member Wolf Seconded; and it was voted to approve the use of Baker's Field Pavilion to Culley Schultz and Eric Bremicker on Friday September 8, 2023 from their rehearsal dinner, from 3:30pm to 10:00pm for a fee of \$220. The applicants are to be responsible for working with the recreation director for the use of the pavilion and is responsible for their own portable toilets and trash and recyclables. The area is to be left the way it was before the event and to the satisfaction of the recreation director.

Roll Call Vote: 5-0

- B.** Various locations in Wellfleet for a small film ~ Evan Bergman ~ April 23, 2023 – May 19, 2023. ~ Please see packet for full list.

Bergman was on the meeting and explained to the board what he was looking to do. He stated he would be making a small independent film and would like to use public sidewalks

Board Member Bacon Moved; Board Member Carboni Seconded; and it was voted to approve the use of Old Wharf Bay, Loagy Bay Beach, tennis courts and sitting bench across the street in public parking lot, Left bank gallery side walk in front of the gallery, King Philip Road Parking Lot and beach to Even Bergman for a small film from April 23, 2023 through May 19, 2023 for a fee of \$600 and all parcels of land be cleaned up to the satisfaction of the DPW director with the condition of working with the DPW director and Police department.

Roll Call Vote: 5-0

VII. *Board/Committee Appointments and Updates*

- A.** Building Codes Local Option Specialized Code ~ David Mead-Fox
Mead-Fox was on the meeting with the updated codes that were questioned and discussed at the meeting on the 24th of January. HE spoke to the board as an Energy and Climate Action Committee Member. He went through the paperwork that he submitted in the boards packet for this meeting. The board discussed these codes and concerns they had. Mead-Fox explained the changes to the board and the adoption of these codes. They discussed this article that Mead-Fox has requested the board put on the spring town meeting warrant as rafted and discussed at tonight's meeting. The board will investigate this further and be willing to place this article on the warrant.

Chair Curley Moved; Board Member Bacon Seconded, and it was voted to place the Energy and Climate Action Committee's article for the adoption for the state specialized code and bylaw as drafted by the committee on the Annual 2023 Town meeting warrant

Roll Call Vote: 3-2 (DeVasto and Wolf voted no)

B. Cape Cod National Seashore Advisory Commission ~ NSP

Chair Curley stated this was not to appoint members to the advisory commission at tonight's meeting but to acknowledge the receipt of the letter from the National Seashore. Green spoke to the board about what this commission and why it was needed for the outer cape. Chair Curley agreed this commission was needed. Chair Curley asked anyone who was interested in applying to return their application to the town clerk. The Selectboard is not the appointing authority, but they can nominate someone. Bacon questioned as to why this hasn't reached an agreement.

VIII. Business

A. The Grateful Mind, 15 Bank Street; discussion with selectboard regarding his current license and the final steps that are required. ~ Jason Robicheau
Waldo spoke to the board stating that the applicant has withdrawn his application for tonight's meeting and will come before the board when they have come to an agreement for the Host Community Agreement. Bacon questioned why this is such an issue as Robicheau was the first applicant for a host agreement.

NO ACTION WAS TAKEN

B. Dredging and Mitigation Update ~ Chris Allgeier, chair of Dredging Task Force
Allgeier came to the front table. He informed the board of the recent discussions in January and February regarding the mitigation plan with the objective to get a permit. He gave an update on the discussions and who he was working with throughout the town. He stated there was a lot of outreach to the shellfish community to find out what would be acceptable to them as far as dredging. He explained what the shellfish community would like to do and what the Army Core of Engineers would like to do to improve the areas south. He discussed good faith and what it means to the Army Core. The board had a few questions about bids and when they would go out to the public. It was questioned as to how long it would take to get a mitigation agreement. Allgeier stated he is optimistic. The board continued to discuss the dredging. Felix spoke to the board regarding the dredging and gave them details on what was being asked of the town.

Chair Curley Moved, Board Member Wolf Seconded, and it was voted to support the dredging mitigation plan presented in concept with the request to the Army Core of Engineers to consider commercial and harvesting.

Roll Call Vote: 5-0

C. Inclusionary Bylaw Amendment ~ Chair Ryan Curley

Chair Curley stated they had town counsel comments back and the board needed to discuss the comments and then send this to the planning board for a public hearing. Carboni had some questions regarding changing definitions. They board discussed Murrays comments on the bylaw. The board discussed the

changes that Murray made and changes they felt were feasible. DeVasto suggested to the board that they have a working meeting so they can solely focus on the amendment

- D. Letter Thanking Martha Craig ~ Chair Ryan Curley
Board Member Bacon Moved; Board Member Wolf Seconded, and it was voted to approve the letter as amended to Martha Craig thanking her for her service to the Herring River Project.

Roll Call Vote: 5-0

- E. The Opening and Closing of the Herring River ~ Nancy Civetta, Shellfish Constable
Chair Curley Moved; Board Member Seconded; and it was voted to open the Herring River as of sunrise on Wednesday March 15, 2023 or when the town receives written approval from the Mass Division of Marine fisheries that it meet water quality standards for the safe harvest of shellfish and can be opened, and to close it at sunset on Thursday August 31, 2023, or as otherwise directed by the Mass. Division of Marine Fisheries.

Roll Call Vote: 5-0

IX. ***Selectboard Reports***

Bacon announced that she had been asked to be a liaison for the board of health so she could update them on the Maurice's Campground Planning Committee. The board had no issues with this appointment.

X. ***Topics for Future Discussion***

95 Lawrence Road naming to be on an upcoming agenda.

XI. ***Vacancy Reports***

XII. ***Minutes***

- A. January 24, 2023 – **Chair Curley Moved; Board Member Bacon Seconded; and voted to approve the minutes of January 24, 2023, as drafted.**

Roll Call Vote: 5-0

- B. January 31, 2023 ~ **Board Member Bacon Moved; Board Member Wolf Seconded; and it was voted to approve the minutes as drafted**

Roll Call Vote: 4-0-1 (Chair Curley Abstained)

XIII. ***Adjournment***

Chair Curley Moved; Board Member Bacon Seconded; and it was voted to adjourn.

Roll Call Vote: 5-0

Meeting adjourned: 10:20pm

Public Documents:

Application from Lawrence Marschall to be on the Wellfleet Cable advisory Committee.

Jack M. Poska paperwork to be appointed as a full-time officer.

Shellfish Hearing paperwork and maps

Letter from Trudy Vermehren regarding Sunday Liquor License

New England Endurance application for use of town property

Application for use of town property, Baker's Pavilion

Application for use of town property Evan Bergman

Building Code paperwork

Letter from the National Seashore

DRAFT *** A full recording of this meeting can be viewed on the town's website ***

Dredging update documents

Inclusionary Bylaw Amendment

Letter to Martha Craig

Vacancy Report

Meeting Minutes: January 24th & 31st



SELECTBOARD

AGENDA ACTION REQUEST
Meeting Date: February 21, 2023

XII

ADJOURNMENT

REQUESTED BY:	Selectboard Chair Ryan Curley
DESIRED ACTION:	To Adjourn
PROPOSED MOTION:	I move to Adjourn open session
ACTION TAKEN:	Moved By: _____ Seconded By: _____ Condition(s):
VOTED:	Yea _____ Nay _____ Abstain _____