

The success of a project like Harbor Terrace is largely dependent on the capabilities of its team. We believe that the Red Tail Team is the right choice for Harbor Terrace based on our tremendous creativity, skills, experience and resources. We are committed to delivering and maintaining the highest quality development and maximizing the financial returns to The District and partners but most importantly, we plan on creating a highly memorable experience for all who come to enjoy the amazing Harbor Terrace RV & Camping Resort at Avila Beach, California.

**Commitment to Project Goals:** The Red Tail Team understands and is committed to achieving the project goals. These goals are expertly outlined and if executed correctly, will create the greatest value for guests and the public as a whole. In fact, our firm and the extended team we have assembled has extensive experience in successfully achieving similar goals on high profile projects across the country.

For example, RRM, FORMA & Rick Engineering all have extensive experience with coastal and resort projects, as well as active public parks and commercial entertainment districts. These projects are diverse and focus on creative types of public access, pedestrian friendly/walkable communities, beautiful landscaping (hard and soft), public services, restaurants and retail stores, as well as recreational *and* entertainment oriented amenities. FORMA is world renowned as one of the top experts on green development and sustainable, environmentally friendly design solutions, especially along the California Coast. Special attention will be given to minimizing visual impacts and preserving the scenic quality and natural character of the harbor and surrounding areas through sustainable design principles.

Furthermore, we recognize and support the need to develop the project in a way that conforms to the current site plan as seen in the CDP, EIR, and Area Plan. We are committed to developing the public facilities such as gear storage, trailer boat storage, and other harbor uses as well as the harbor facilities building. Lastly, we recognize the importance of creating a development that produces a significant, stable and growing revenue stream for the Harbor District in order to ensure its long term stability.

**Financial Capacity and Capability:** Our firm is one of the top real estate and investment companies in the country. We have owned and operated a wide range of properties including large & small RV parks, campgrounds, RV Resorts, business parks, hotels, restaurants, storage facilities, apartments, and thousands of acres of land to design, entitle and develop these types of projects. For each and every project, we are responsible for raising the necessary funds. We often use a combination of equity and debt; as a result, we have excellent relationships with several major banks as well as an expansive network of equity investors (both private and institutional). In addition to our RV business, our related entities currently own/manage over 3 million square feet of commercial property and over 100 multi-family properties totaling over 21,000 units. In our history, we have owned and operated over 65,000 apartment units and nearly 10 million square feet of office, retail and industrial property throughout the west. At one time, we were one of the top 50 owners of commercial real estate in the US and our financial investment is in excess of \$5 billion. The companies within our family are Red Tail Acquisitions, Fowler Property Acquisitions, FPAMF, Trinity Property Consultants, Redwood Construction and Highway West Vacations.

**Financial Return to The District and Partners:** The financial return to The District and partners is largely dependent on the success of the project. The Red Tail Team can maximize the success and resulting returns to The District and partners by drawing on the tremendous creativity, skills, experience and resources of its team. We believe our team can provide highly effective solutions to site constraints (soils, geology, grading, drainage, environmental

sensitivities, etc.) in order to keep costs at a reasonable level. Similarly, our design experts can create an RV Resort and campground with an exciting sense of place that retains a warm community feel that allows us to achieve the necessary rent levels that justify the costs of a high quality coastal development. Our marketing department has a proven track record of gaining national exposure for our properties through the use of online and mobile technology and through crafting exciting amenities, venues, and events. These initiatives helps us attract new and returning guests and maximize our occupancies. These efforts, even in locations clearly less attractive than Avila Beach, have continually added significant value to our guests' experiences and to the bottom line of our partners. We would strive for the same level of excellence for the Port San Luis Harbor District on Harbor Terrace.

**Team Overview:** The Red Tail Team is a highly experienced, multidisciplinary and fully integrated team, made up of companies and individuals with a proven track record for successfully developing and operating RV Resorts & Campgrounds. Members of our team have contributed to significant work on Harbor Terrace for the past 20+ years. From initial design, entitlement & engineering through development, building and on-going operations, Red Tail members have played key leadership roles in producing many of the highest profile and most successful developments all along the coast of California and across the country. These projects share numerous common attributes with Harbor Terrace such as California coastal development, RV resorts, campgrounds, public/private partnerships, public access, environmental sensitivities, sustainable developments, green development/building, complex governmental entitlements, commercial & restaurant development, recreational amenities, and many more.

**Firm Overview:** Our family of companies is comprised of several companies, largely under common ownership, that are fully integrated and specialize in the following industry sectors: RV Resort & Campground Properties; Commercial Real Estate (retail, office, industrial, hotel, restaurant, and mini-storage); and Residential Real Estate.

We own and operate the following firms in these industry sectors: Red Tail Acquisition, LLC, Highway West Vacations, LLC & Redwood Construction, Inc.

**Red Tail Acquisitions:** Red Tail Acquisitions (RTA), established in 1998, is a fully integrated real estate company specializing in real estate acquisitions, finance, land entitlements, development, construction, asset management, leasing, and property management. Its primary market segments include: Commercial Properties (retail, office, industrial, hotel, restaurant, and mini-storage), RV Resort & Campground Properties, and Residential Communities. RTA has closed over \$750 million in total property investments and the Red Tail family of companies has closed approximately \$2 Billion worth of properties. RTA's key personnel are highly experienced in project management, asset management, and operations/property management.

**Highway West:** Highway West Vacations (HWV) is a successful full service RV and Resort Campground operator along with Redwood Construction as the primary developer. Both HWV and Redwood Construction feature dedicated teams in each facet of the business. HWV currently owns and operates 8 resort properties with two facilities that include hotel accommodations in Hawaii and Southern California. Our senior team members have over 75 collective years' experience as developers and operators of many of America's premier RV resort properties. HWV is dedicated to green initiatives to help conserve environmentally sensitive locations as diverse as

the desert of Moab Valley and the beaches of Coos Bay, Oregon. In addition, the team at HWV has an extensive background in the startup of both casual and fine dining restaurants. HWV currently holds liquor and retail licenses in 4 western states.

HWV resort destinations offer accommodations that cater to a variety of tastes including guest cabins, cottages, safari tents and vintage trailer rentals, plus fully appointed RV sites. By offering a variety of accommodations, we have merged comfort and convenience with the reinvigorating power of the great outdoors.

### **Redwood Construction:**

Redwood Construction has been an innovator in real estate project management and construction management, specializing in commercial properties including retail, office and RV resorts. Redwood Construction has run hundreds of construction projects throughout the US, including a major Coastal sea wall and slope stabilization effort at Land's End near Santa Cruz, CA. As a member of the U.S. Green Building Council, we recognize our environmental impact and employ eco-friendly practices and procedures.

### **RRM Design Group (Consultant – Planning, Landscape Arch, Architecture & Sustainability):**

RRM's reputation for designing public and private legacy projects and for "Creating environments people enjoy" is well deserved. Their local coastal zone experience and understanding of the local network and development processes is unparalleled. They have successfully completed numerous resort and visitor-serving projects in the area such as the Avila Beach Front Street Enhancement, Avila Park, Avila to Harford Pier Path, San Luis Bay Inn, numerous commercial developments in Avila Beach, the Pismo Beach Promenade, Morro Bay's Harborwalk, and the Black Lake Resort. In addition, RRM's extensive experience working with the Port San Luis Harbor District includes the Harford Pier Master Plan, Port San Luis Master Plan, the Coastal Gateway project, and improvements to Avila Lighthouse Road.

### **FORMA (Consultant – Planning, Branding, Visioning Green Development/Sustainability):**

FORMA is a planning and design firm with over 25 years of experience in the California coastal environs. The firm has worked on most of the successful new coastal development that has been built in the last 20 years. The lead professionals at FORMA are experts in local coastal plans, coastal development permits, resorts, and sustainable development practices. FORMA's green initiatives have assisted many existing and future communities with practical and progressive procedures for sustainable development. Most of FORMA's projects have included upcycling and redeveloping older coastal land uses where environmental conditions were significantly enhanced.

**Rick Engineering (Consultant – Civil Engineering, Surveying, Mapping, Processing):** Rick Engineering ("Rick") is one of the top civil engineering/surveying firms in the region for hillside grading and coastal development projects. Of significant importance is the fact that Rick has extensive experience with the Harbor District and with Coastal Commission and has provided design development that complies with the San Luis Bay Plan (Coastal) Harbor Terrace Planning Sub-Area Goals/Policies and the Harbor Terrace Planning Criteria. In doing so, RICK went through an extensive design process that included preliminary engineering/landscaping design, engineering grading studies, preliminary cost analysis, and illustrative exhibit preparation.

**Earth Systems (Consultant – Soils, Geology, Geotechnical):** Earth Systems is one of the top 500 engineering/design firms in the nation. They have conducted many studies at the Port San Luis Harbor Terrace Site including numerous soils and geologic/geotechnical hazards studies for the Harbor Terrace Campground. They have unequaled expertise in the soils and geologic conditions that characterize the Harbor Terrace site.