

# RED TAIL ACQUISITIONS, LLC

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[www.RTACQ.com](http://www.RTACQ.com)



## Palm Canyon Hotel & RV Resort – Borrego Springs, CA



### ***Accommodations:***

- 61 Hotel Rooms
- 104 RV Sites
- 8 Retro RVs

### ***Amenities:***

- 2 Pools and Hot Tubs
- Public Laundromat
- Fitness Center
- Convenience Store
- Restaurant and Saloon

Palm Canyon Resort & RV Park is a Western themed hotel and RV Resort located in the desert town of Borrego Springs in east San Diego County.

We purchased the Resort for \$1.5 Million on June 28, 2014 from Wells Fargo's REO group and immediately commenced with our property renovation. The property had been in receivership for over two years and the physical asset was in a state of complete despair. After years of neglect, the property's reputation was bad and it had a lot of negative reviews on travel websites such as Tripadvisor.com and Yelp.com, which potential guests rely on heavily when making accommodation decisions. The acquisition plan was to invest \$2,170,000 in capital to cure deferred maintenance and take advantage of the original design of the buildings by updating the "Old West" feel of the asset. Professional management was hired to provide a high level of customer service, market the newly renovated hotel/RV sites, and increase occupancy and average daily rates to stabilized levels.

The capital improvements made at the Resort have enabled us to completely transform the Resort from a lifeless run-down RV park/hotel to a lively western themed destination Resort. The major improvements include: The refurbishing/reopening of the Big Horn Bar and Grill, which had been non-operational for several years now provides full-service dining to guests. A full bar liquor license was purchased enabling the sale of both hard alcohol and beer/wine on premises. Building exteriors were resided and repainted, parking lots and driveways were resealed and restriped, the HVAC system was replaced, roof repairs and replacement were completed, as needed. The hotel lobby was renovated with a Western theme and the closed down retail store was remodeled and restocked. Upgrades to the hotel rooms included: new commercial grade carpet, new mattresses in all units, upgraded linens, removal of wall paper and repainting, new flat screen



TVs, new small appliances (clocks, hair dryers, coffee makers), new blinds, new porch furniture and new wall decorations. Additionally, eight retro/renovated permanent RVs (primarily Airstreams and “canned hams”) were acquired that are rented out on a nightly basis. New websites for the Resort and Big Horn Bar and Grill were created, [www.palmcanyonrvresort.com](http://www.palmcanyonrvresort.com) and [www.bighornbarandgrill.com](http://www.bighornbarandgrill.com), respectively.



Upon completion of the property renovations in late Fall 2013, we began marketing the newly renovated property. We have partnered with both Groupon.com and LivingSocial.com and have sold over 700 hotel nights through the two

websites. While the average daily rate is low on these package deals, the potential for returning guests and word-of-mouth advertising is beneficial to the Resort. The response from Groupon, using it as a marketing tool and for exposure has been overwhelming. The guests experience at the hotel is reflected through the 4.5 star ratings over the offering period on Trip Advisor and Yelp. A guest who came in from a 75 mile radius first impressions elicited comments of “wow, we’re coming back!” – exactly the type feedback and repeat business we are seeking.

We have been successful in steadily increasing occupancy and revenue at the property since the completion of the renovation and anticipate continued revenue growth as we enter our second year of ownership.



## Flying Flags RV Resort & Campground – Buellton, CA



### **Accommodations:**

- 325 RV Sites
- 12 Cottages and
- 17 Vintage Trailer Rentals

### **Amenities:**

- Resort-Style Pool w/ Jacuzzi
- Children’s Splash Zone & Playground
- Deli w/ Fire Pit/Lounge Area
- 2 Clubhouses/Meeting Facilities
- Laundry Facility

- Fitness Center
- Dog Park

Flying Flags RV Resort is destination RV resort and campground located in the town of Buellton near Santa Barbara's Central Coast wine country. We purchased the resort for \$13.1 Million on June 24, 2004. The Resort was initially purchased as a redevelopment strategy to entitle the site for single-family homes and sell the property to one or more homebuilders. A combination of the difficulty in receiving entitlements and the increasing success of continuing to operate the property as an RV park led to the ultimate abandonment of the initial acquisitions strategy. A revised plan to further enhance and expand the property as an RV resort was put in place.

Since initial acquisition of the property in 2004 we have further expanded and enhanced the Resort. We have purchased and installed 12 cottages and are currently in the process of adding an additional five to the park. In 2013/2014 we purchased and retrofitted 17 vintage RVs and installed them at the property, complete with an outdoor seating and deck areas, and rent them out on nightly basis. We recently completed numerous upgrades to the property including: resurfacing the pool and replacing pool furniture, installing a children's splash zone water feature, converting an arcade to a lounge area, installing a large gas fire pit and bbq area and upgrading restroom facilities. We will be converting the existing deli to a restaurant/café. Additionally, we will add up to 20 "safari tents" at the property in the beginning for 2015.



Since acquisition of the property we have been able to increase net operating income from \$1,015,000 at acquisition to \$1,360,000. With the recent addition of the retro RVs, the purchase of five additional cottages and 20 safari tents and the completion of recent upgrades to the property, we anticipate a significant increase in net operating income for 2015.



## Land's End Apartment Homes – Pacifica, CA



The Land's End Multi-Family Apartment complex consists of 11 two-story structures and underground parking at 100 and 101 Esplanade Avenue in the City of Pacifica. The seaward portion of the Apartments slopes down from Palmetto Avenue and Esplanade Avenue to a steep coastal bluff about 100 feet high. In the winter of 2009 & 2010, substantial storms caused extensive damage to the sea cliff by accelerated eroding of the bluff. This

property suffered extensive loss of bluff top, lawn areas, trails, and stairway access down to the beach. In 2010 and 2011, Redwood Construction procured two emergency CDPs from California Coastal Commission ("CCC") for armoring at the site.

This CDP authorized the construction of a temporary 600-foot long trench located within the Corps jurisdictional area. The trench was excavated into bedrock about 23 to 43 feet seaward, and filled with rock riprap.



The second emergency CDP (Permit No. 2-11-005-G) was issued on January 25, 2011. This CDP authorized the construction of a 650-foot long, 35-foot high, 28-inch thick concrete tie-back seawall with 65 foot deep pilings along the upper bluff and to stabilize the existing building, parking lot and city street. The pilings were connected by a grade beam that was integrated in to a concrete walkway as part of a coastal path required by an easement by the CCC.



# Archview RV Resort – Moab, Utah

[www.archviewresort.com](http://www.archviewresort.com)



**Archview RV Resort** is located in Moab, Utah near Arches National Park, Canyonlands National Park and Dead Horse Point State Park. The back of the property is immediately adjacent to Arches National Park providing great access to off-road trails direct access to the park from the property. The property is particularly attractive to guests with larger RVs, more recreational accessories (Jeeps, off-road vehicles, motorcycles, ATVs, etc.) who enjoy the convenience of trails that

start directly from the property. The resort is located on 35 acres just north of downtown Moab at the intersection of HWY 191 and 313.

## Accommodations

- 62 RV sites
- 15 luxury cabins
- 20 Tent sites

## Amenities

- 30/50amp service
- HVAC in cabins
- Swimming pool
- Playground
- Full service gas station with convenience store
- Free Wi-Fi
- Bathroom and shower facilities

# Moab Valley RV Resort - Moab, Utah

[www.moabvalleyrv.com](http://www.moabvalleyrv.com)



**Moab Valley RV Resort** is located in Moab, Utah near Arches National Park, Canyonlands National Park and Dead Horse Point State Park. The property is only 3 miles from Arches National Park Visitor's Center and is one of the first RV properties you come across on SH 191 coming from I-70 into Moab. Further, the property is located a short 2.5 miles from the heart of downtown Moab, providing guests with comfortable accommodations outside of town but within a short drive's distance to restaurants, shops, and attractions.

## Accommodations

- 68 RV sites
- 33 cabins
- 39 tent sites

## Amenities

- 30/50 amp service
- Swimming pool and hot tub
- 2 play grounds
- Life size chess and checkers
- Office/convenience store
- Two bathroom and shower facilities
- 9-hole putting green
- Free Wi-Fi and cable hook-ups

# Pony Express RV Resort - North Salt Lake, Utah

[www.ponyexpressrvresort.com](http://www.ponyexpressrvresort.com)



**Pony Express RV Resort** is located in North Salt Lake, Utah. The property is approximately 5.5 miles north of downtown Salt Lake City and 5 miles southeast of the Great Salt Lake. The property is easily accessible by Interstate 215 which provides access to urban Salt Lake City. Additionally, Pony Express RV Resort boasts incredible views of the Wasatch Mountains. The property offers sites ranging from thirty five to seventy five feet. The property is designed with the modern RV user in mind with over-size pads.

The property is adjacent to the Salt Lake City Regional Athletic Complex. The \$22.8 million project will include 16 soccer fields and is scheduled to open in summer 2015.

## Accommodations

- 165 RV sites
- 10 cabins

## Amenities

- 30/50 amp service
- Luxury clubhouse
- Swimming pool
- Playground
- On-site business center
- Private showers
- Bathroom and shower facilities

# Canyonlands Campground and RV Resort - Moab, Utah

[www.canyonlandsrv.com](http://www.canyonlandsrv.com)



**Canyonlands Campground and RV Resort** is located in Moab, Utah with close proximity to Arches National Park and Canyonlands National Park. Canyonlands Campground is the only RV park/campground in downtown Moab and provides the most convenient accommodations for anyone looking to stay in town within walking distance of restaurants, shops, and in-town attractions. Even though the property is located in town, it is situated on a creek that meanders through the property, providing a more

rustic camping feel. The property caters to many groups and guests who are willing to sacrifice more spacious sites and accommodations for the close proximity to town.

## Accommodations

- 99 RV sites
- 8 cabins
- 32 tent sites

## Amenities

- 30/50 amp service
- Cabins sleep 6 with flat screen TV's
- HVAC in cabins
- Full service gas station with convenience store
- Free Wi-Fi
- Bathroom and shower facilities

## Pacific Marina Inn - Honolulu, Hawaii



**Pacific Marina Inn** is a 120-room hotel located in Honolulu, Hawaii, less than 1 mile from the Honolulu Airport. The property is approximately 5 miles from downtown Honolulu, 7 miles from Waikiki and adjacent to the 5-acre Ke'ehi Lagoon Park with public tennis courts and picnic areas. Pacific Marina Inn is one of the only hotels located in the immediate airport area and has consistent occupancy rates of over 90%.

### Accommodations

- 109 standard rooms with one queen or two twins
- 10 suites

### Amenities

- Full service restaurant – Canoe Hut Bar and Lounge (3<sup>rd</sup> party operator)
- Pool
- Sundeck
- Air conditioning
- Work desks
- Flat screen TVs
- Phone

# Oceanside RV Resort - Charleston, Oregon

[www.oceansidervresort.com](http://www.oceansidervresort.com)



**Oceanside RV Resort** is a full-service RV resort and is located in Charleston, Oregon on the beachfront at Coos Bay. In addition to 72 RV sites, the property also has six cottages. The property is centrally located just a short walk or drive from everything the Oregon Coast is famous for including fishing, crabbing, clamming and whale watching.

## Accommodations

- 72 RV sites
- 11 tent sites
- 6 cottages
- 2 airstream/vintage trailers

## Amenities

- 30/50 amp service
- Full kitchens/private bath/flat screen TV in cottages
- Yurt meeting room
- Convenience store
- Coos Bay Crab Shack – stationary food truck
- Bathroom and shower facilities





## **Ben Ketel**

Red Tail Acquisitions, LLC  
Managing Partner

### **Role with Harbor Terrace:**

Team manager, equity and debt placement

### **Key Areas of Expertise:**

- Real Estate Acquisition
- Team Coordination and Financial Management
- Project Funding
- Marketing & Branding

### **Qualifications & Skills:**

- 20 Year experience in real estate Acquisition, Financing, Management and Redevelopment
- Managed multiple asset types such as Apartment, Office, Retail, Industrial, and Hospitality Properties
- Managed Acquisition, Property Management and Construction Teams for Past 15 +/- Years

### **Relevant Project Experience:**

Ben is Managing Partner of Red Tail Acquisitions. He directs and manages our acquisitions team. He has over 20 years of experience in the commercial real estate industry and has successfully negotiated the acquisition of over 10,000 multifamily units, over 5 million square feet of commercial assets as well as RV resorts and Hotels. Prior to joining Red Tail, he was a Principal and Partner at Fowler Property Acquisitions after he got his start as a successful commercial real estate broker.

### **Education:**

Mr. Ketel holds a B.S. in Business Administration / Finance from the University of Northern Colorado.



## **Tim Kihm**

Red Tail Acquisitions, LLC  
President, Land Acquisitions & Development

### **Role with Harbor Terrace:**

Project Manager, Entitlements, Consultant Team & Pre-Development

### **Key Areas of Expertise:**

- Real Estate Entitlements, Local, Regional, State & Federal Jurisdictions
- Land Acquisitions
- Project Management & Team Coordination
- Pre-Development
- Project Funding
- Marketing & Branding

### **Qualifications & Skills:**

- 27 Year experience in real estate entitlements on raw land and redevelopment projects
- 18 Years at multidisciplinary planning, environmental & civil engineering firm
- Managed multiple high profile projects through entitlements at local, state (CA) and federal levels
- Managed Consultant Teams for Past 20 +/- Years
- Extensive Experience at Solving Complex Environmental, Design, Development and Political Problems
- Project Funding For Small & Large Scale Projects (Private Funding, CFD, Debt, Grants)

### **Relevant Project Experience:**

- Carpenter Ranch, Sacramento County & Folsom CA: Project Manager for very complex master planned, mixed use community with over 2500 homes and 3 million SF commercial, parks trails & natural open spaces. Included regional mall site, entertainment district, and the Town Center. Processed EIR, EIS, & SP through local, regional, state and federal agencies including Army Corps & USFWS. Town Center & Entertainment District included many similar features as Harbor Terrace such as green sustainable attributes that AQMD applauded, creative commercial design, cultural sensitivity, pedestrian friendly access to all development and attractive edge condition designs.
- Preble Creek- Project Manager, primarily responsible for entitlements, pre-development & project funding for this 500 acre master planned, mixed use community in Broomfield Colorado. This project included entertainment oriented retail, open space, trails & sustainable/green attributes.
- Elverta Specific Plan, County of Sacramento, CA: Project Manager, primarily responsible for entitlements, pre-development & project funding for this master planned, mixed-use community. Entitlements included EIR, EIS, SP, finance plan, park & trail plan, landscape plan and a high level of green/sustainability features for drainage, traffic/emissions, landscaping, to name a few.

### **Education:**

Mr. Kihm holds a Bachelor of Arts degree in Business, Finance from California State University, Fullerton. He is a graduate of the Shopoff Real Estate Mastery program.



## **Kristin Panehal**

Red Tail Acquisitions, LLC  
Executive Director, Capital Markets

**Role with Harbor Terrace:**  
Equity and Debt placement

### **Key Areas of Expertise:**

- Complex structured finance investments
- Public private ventures
- Portfolio Management
- Institutional and private capital for investment in real estate
- Entitlements and pre-development

### **Qualifications & Skills:**

- Multi-disciplined commercial real estate with 25 years of experience focused on investment, development and management
- 12 years direct experience as a provider and user of institutional capital
- Well-versed in structuring ground leases
- Negotiated over 100 complex investment partnerships including tri-party agreements, forward commitments and
- Entitlements
- Managed \$2.5 billion portfolio of commercial and multifamily investments both value add, adaptive re-use and ground up development projects

### **Relevant Project Experience:**

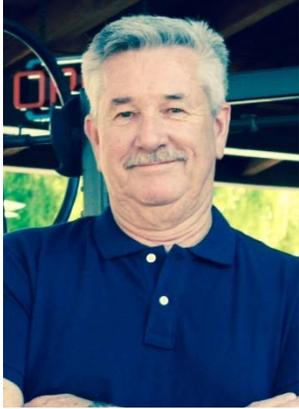
26<sup>th</sup> & Olympic – Santa Monica – provided joint venture capital for the acquisition of an industrial building to be re-entitled for office and apartments.

Paramount Industrial – negotiated a tri-party agreement with a lender and developer to entitle land for industrial and develop a large single user industrial building

### **Education:**

BS Business – Real Estate Finance, University of Southern California

MS – Real Estate Development – Massachusetts Institute for Technology



## **Mike Beckelhymer**

Highway West Vacations, LLC  
Vice President of Operations

### **Role with Harbor Terrace:**

Responsible for HWV operations including the creation and enforcement of operational guidelines, policy and procedure manuals, site feasibility analysis, and training.

### **Key Areas of Expertise:**

- Build Out and Startup of 10 independent ground up fine dining restaurants
- P/L Management
- Team Building, Staff Training, Customer Service
- RV Resort Facility Build Out and Management Oversight
- Capital Project management for both new product and replacement.
- Merger and Acquisition of resort and restaurant properties
- Facility Systems including water and waste water systems

### **Qualifications & Skills:**

Mike is an accomplished hospitality industry executive with over 30 years' experience. He is responsible for the day to day management of the Highway West Vacations portfolio. His role includes P/L management, identifying and hiring resort management, training programs and policy and procedure development and implementation. In addition he is a key figure in product selection, operating systems selection, budgeting and capital project development.

### **Relevant Project Experience:**

- 12 Years build out and startup of fine and casual dining restaurants 8000-12000 sq. ft. with gross revenues per project at \$2.5 million.
- 17 Years of RV campground build out and operational expertise as VP Operations with Thousand Trails, dealing with all California regulatory agencies in environmentally sensitive areas from Yosemite to Santa Barbara as well as WA, OR, AZ, NV and British Columbia.
- P/L, team development and training responsibilities for 40 Thousand Trails properties with annual revenues exceeding \$60 million.

### **Education:**

Business and Finance University of Arizona and University of Colorado



## **Dan Baumann**

Highway West Vacations, LLC  
Director of Training, Admin & Resort IT Systems

### **Role with Harbor Terrace:**

Personnel Trainer and Management oversight

### **Key Areas of Expertise:**

- Multimillion dollar RV resort operations expert
- Sustained year over year growth
- Customer Service/Value to experience provider
- Training and Staff motivation
- P/L management
- I.T. and Telecommunications expert
- Facility maintenance and growth management

### **Qualifications & Skills:**

- Over 20 years as a Senior RV park manager hosting 60K annual camper nights
- Front desk and Administration trainer
- RV Gift shop/convenience operator
- Food Service and restaurant operator
- Current GM of Flying Flags Resort, an award winning and 4.5 star review rated property

### **Relevant Project Experience:**

- 20 + years as the General Manager of Flying Flags RV Resort in Buellton CA
- Dan has worked with local and state regulatory agencies in the build out of Flying Flags with the addition of Cottages, Safari tents, Premium RV sites, tent sites and a food service facility
- Flying Flags under Dan's leadership is one of two training centers for the Highway West Portfolio

### **Education:**

BS in Computer Science Engineering



## **Carla Sgroi**

Highway West Vacations, LLC  
Marketing Director

### **Role with Harbor Terrace:**

Online web presence development and optimization, reputation management and social media.

### **Key Areas of Expertise:**

- Project management and website development
- Online systems integrations
- On-page search engine optimization (SEO)
- Reputation management strategies
- Optimize of local web listings
- Content marketing for target customer personas
- Social media management and community building

### **Qualifications & Skills:**

- 18 Year experience in multi-family residential real estate management and operations with a focus on marketing systems integrations
- In depth knowledge of reputation management, content marketing, and SEO strategies.
- Highly-developed verbal presentation skills and a passion for professional collaboration.
- Creative, passionate self-starter with a competitive, entrepreneurial spirit that consistently demonstrates high standards in customer service, team leadership, and corporate ethics.
- Experienced event photographer with Photoshop post production skills and design fundamentals.

### **Relevant Project Experience:**

- Responsible for the roll out and management of a broad range of internet marketing applications for a portfolio of 100 multi-family apartment communities and 8 RV Resort destinations with a focus on brand and reputation management and customer retention through digital touch points
- Emphasis on development of marketing and promotional plans on a national and site level that focused on lead generation through system integrations, SEO, and inbound content marketing via multiple social media channels
- Administer the creative development and design process of basic marketing communications and deliverables through implementation, using outside resources for creative development, graphic design and web design

### **Education:**

Currently attending California State University, Long Beach in pursuit of a Bachelor of Arts degree in Communications Studies.



## **Kevin Barry**

Highway West Vacations, LLC  
Director of Food & Beverage

### **Role with Harbor Terrace:**

Restaurant, Retail Store, Concept, Design, Merchandising

### **Key Areas of Expertise:**

- Creating and developing successful hospitality concepts
- Design and oversee restaurant renovation/construction in coastal communities
- Develop management teams by hiring local staff
- Community outreach and philanthropy

### **Qualifications & Skills:**

- Kevin started his hospitality career as a teenager and over the last 30 years has worked at numerous iconic restaurants in Los Angeles and New York City, eventually designing, building, operating, and co-owning many restaurants of his own.
- Kevin has catered, hosted and produced hundreds of special events and charitable fundraisers at his establishments that have brought in more than \$3 million for schools, organizations, and non-profit foundations.
- In 2011, he was honored for his philanthropy in the California State Assembly with the Small Business of the Year Award for the 53rd District.

### **Relevant Project Experience:**

- Since 2002, Kevin has been on the Board of Directors for the Downtown Manhattan Beach Business & Professional Association, working closely with city officials in strategic planning, marketing, promoting, and producing major civic gatherings, including the creation of the weekly Farmer's Market. This Business Improvement District organization also oversees projects such as green initiatives, neighborhood beautification, and a trolley that brings visitors from LAX hotels to this historic beach community.
- Was one of the initial Highway West Vacations team members involved in developing the overall brand mission statement, direction, and vision to be carried out with each property.
- Develop and design Highway West Vacations properties in California, Oregon and Utah.

### **Education:**

Kevin earned a Bachelors of Arts from San Diego State University's School of Communication.



## **Eric Hawkey**

Hawkey Design Group, Inc.  
Owner

### **Role with Harbor Terrace:**

Creative Design for Commercial Restaurants and Cottages

### **Qualifications & Skills:**

- 28 years of experience in Public Art, Design, FF&E and Design-Build
- Design & FF&E for FPA Multi-Family, Red Tail Acquisitions, LLC and Highway West Vacations, LLC
- Design and renovation of Airstreams
- Consultant on International Hospitality Project
- Extensive experience and expertise in Design Development
- Vision and Branding
- Produced world class Public Art Murals, Sculpture & Design

### **Relevant Project Experience:**

- Design Lead: Palm Canyon RV Resort, Big Horn Bar and Grill in Borrego Springs, CA – vision and branding, concept design, airstream design, common area design and FF&E - completed Fall 2013
- Design Lead: Oceanside RV Resort in Coos Bay, OR – design development, renovation design and cottage FF&E – completed Spring 2014
- Design Lead: 3 RV parks (Archview, Canyon Lands and Moab Valley) in Moab, UT – design development and branding - scheduled completion Summer 2015
- Design Lead: Flying Flags RV Resort in Buellton, CA – design development of common areas, glamping tents and airstream design, renovation and placement, FF&E.



## **Joan Camera**

Red Tail Acquisitions, LLC  
Executive Vice President, Property Management

### **Role with Harbor Terrace:**

Team Management and Overseeing Property Operations

### **Key Areas of Expertise:**

- Real Estate Property Management
- Team Coordination and Operations
- Establishing and Implementing Project Policies and Procedures
- Marketing and Branding

### **Qualifications & Skills:**

- Nearly 25 years' experience in commercial real estate including acquisitions, management, operations and redevelopment
- Oversight of multiple asset types including Office, Retail, Industrial, and Hospitality Properties

### **Relevant Project Experience:**

Joan is responsible for overseeing all operations for Red Tail's commercial portfolio including property management, marketing, branding and establishing policies and procedures. She has overseen the redevelopment projects of all the Highway West Vacation resorts including renovation, repositioning and start-up operations. Joan has nearly 25 years experience in the commercial real estate industry and has previously held positions with CB Richard Ellis, Lincoln Equities Group and numerous high profile real estate owners and developers in New York City.

### **Education:**

Ms. Camera received her B.S. degree from The American University in Washington, DC and holds a California State Real Estate License.



## **Virginia Therrien**

Highway West Vacations, LLC  
RV Resort Operations Expert

### **Role with Harbor Terrace:**

Key Trainer and Staff Motivator

### **Key Areas of Expertise:**

- Sustained Year Over Year Growth
- Group Event and Local Business Partnering
- Community Relations and Community Support
- Training and Staff Motivation
- P/L Management
- Facility Maintenance and Growth Management

### **Qualifications & Skills:**

- 30 years of experience in the hospitality industry including regional management
- Current GM of Palm Canyon Hotel & RV Resort
- Coordinator for annual start-up, guest relations, and company culture training

### **Relevant Project Experience:**

- Palm Canyon under Virginia's leadership is one of two training centers for Highway West
- Former General/Regional Manager for large scale RV resort properties in the Thousand Trails portfolio
- Food service and retail oversight

### **Education:**

San Jacinto CC Business Administration



## **Avery Downs**

Highway West Vacations, LLC  
Marketing Coordinator

### **Role with Harbor Terrace:**

Marketing, Group Sales, Merchandising, Advertising

### **Key Areas of Expertise:**

- Creating cohesive branding across all marketing channels
- Development and execution of marketing plans
- Project management and definition of specific target markets
- Event planning, promotions, and campaigns

### **Qualifications & Skills:**

- New product roll outs and rebranding, reaching new markets and forecasting trends.
- Aligning localized marketing activities with corporate objectives.
- Strong background in hospitality, community service, and customer relations. Maintains a very high standard for working with all types of people and is passionate about providing a consistent level of service across the brand.
- Trained and educated artist with a comprehensive understanding of design fundamentals and visual aesthetics and how those influence consumer decision making.

### **Relevant Project Experience:**

- Responsible for all Highway West Vacations marketing initiatives. One project in particular was a partnership with Groupon that resulted in an additional \$40,000 of off-season revenue for the Palm Canyon Hotel and RV Resort. Others include Living Social campaigns, Priceline, Booking.com, and more.
- Was one of the initial Highway West Vacations team members involved in developing the overall brand mission statement, direction, and vision to be carried out with each property.
- Develop, design, and distribute all printed marketing material for Highway West Vacations destinations. Whether that be used internally with park maps, guest guides, and business cards or externally facing with advertising in newspapers and magazines.
- Garner and grow the group sales business for campgrounds and RV resorts by attending tradeshow, maintaining an email database, and developing a loyalty program.

### **Education:**

Avery earned a Bachelors of Business Administration in Marketing and a Bachelors of Arts in Visual Arts from the University of San Diego.



## **Todd Stark**

Redwood Construction  
President

### **Role with Harbor Terrace:**

Construction management of renovation projects in Commercial, Multi-Family and RV projects. Lead project management of new construction in community redevelopment of multi-family and single homes. Due diligence, budgets, scope of work and design development for renovations projects.

### **Qualifications & Skills:**

- Responsible for construction activities within Fowler Property Acquisitions' portfolio, including design, take-offs, ordering, contract negotiations, execution, construction, property management relations, subcontracts, subcontractors, tracking of profit and loss, and overall schedule and quality of all projects.
- Experience in industrial, commercial, multifamily, residential planned communities, agricultural storage buildings, concrete tilt-ups, metal framing, sheet and block, and red iron construction.
- Prior experience with custom homes, land acquisitions, annexations, rezoning, and part of the design team of an international grocery store

### **Relevant Project Experience:**

- Owner's Representative and Construction Manager: Palm Canyon RV Resort, Big Horn Bar and Grill in Borrego Springs, CA - \$2 million renovation and repositioning, completed fall 2013
- Owner's Representative and Construction Manager: Oceanside RV Resort in Coos Bay, OR - \$750,000 renovation and repositioning with addition of park models, utility upgrades and new roadways, completed spring 2014
- Owner's Representative and Construction Manager: 3 RV parks (Archview, Canyon Lands and Moab Valley) in Moab, UT - \$1,855,000 renovation, added RV spaces, park models, roads, general stores, food services, scheduled completion summer 2015
- Owner's Representative and Construction Manager: Flying Flags RV Resort in Buellton, CA
  - \$1.4 million renovation, amenities and bathroom upgrades, completed spring 2014
  - \$3.1 million RV Resort Expansion, addition of 56 RV spaces, Buellton water line extension, general store, RV check-in office, Deli, anticipate completion summer 2015

### **Education:**

General Contractor B License No. 800432



## **Richard Kippers**

Red Tail Acquisitions  
Regional Manager

**Role with Harbor Terrace:**  
Construction Manager

### **Key Areas of Expertise:**

Capital project and Facility management of both new construction and renovation projects in commercial, multifamily and RV projects throughout the Western States

### **Qualifications & Skills:**

- A California licensed broker, general contractor and Accredited Professional in LEED certification program
- Supervised the construction and renovation of over 30 multifamily properties comprising 4,000 units and 1,500,000 square feet of commercial retail and office projects totaling over \$90,000,000
- Over 30 years' experience in property development, improvement and management

### **Relevant Project Experience:**

- Property Representative for ground up Sonic restaurant in Hayward CA. Completed 2009 \$650,000 on budget and on schedule
- Project Manager for Palm Canyon RV Resort including Big Horn Bar and Grill complete property renovation/repositioning. Completed fall 2013, \$2,000,000 on budget and on schedule
- Project Manager Oceanside RV Resort, in Coos Bay Oregon, property renovation and repositioning with addition of park models, utility upgrades and new roadways. Completed spring 2014 \$750,000 on budget on schedule
- Project Manager tenant office build out for Wyndham including sky bridges and shoreline approvals. 505 Front Street Maui HI. Completed summer 2013 \$2,630,000 on budget/on schedule
- Project Manager for 3 RV Park reposition and renovation in Moab Utah. Added RV spaces, park models, roads, general stores, and food services. Anticipate completions March 2015.
- Project Manager for RV Park expansion Flying Flags RV Resort, Buellton CA. Addition of 56 RV spaces, Buellton water line extension, general store, RV check in office, Deli and upgrading common areas. Permitted through HUD. Anticipate completion summer 2015, \$3,100,000

### **Education:**

Licensed broker, general contractor, LEED AP