

Tecopa Hot Springs Campground & Pools

Concessionaire Proposal

Submitted by: Flippin Happy Campers & Lance Hamrick LLC (the “Proposer”)

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Tab A – Introduction Letter

Inyo County Evaluation Committee

Dear Committee Members,

We respectfully submit our proposal to serve as the next concessionaire and operational steward of Tecopa Hot Springs Campground & Pools. As experienced project managers, hospitality professionals, and community engagement leaders, our team—**Flippin Happy Campers & Hamrick's LLC**—brings a proven commitment to infrastructure revitalization, regulatory compliance, and culturally sensitive programming.

We recognize the historic, environmental, and wellness value of Tecopa Hot Springs and believe that, with the right management, this cherished public resource can thrive year-round. Our vision aligns with the County's

goals of providing a clean, safe, family-friendly destination that is affordable, accessible, and respectful of the desert environment.

Our proposal outlines:

- Capital project coordination to address deferred maintenance and implement facility improvements.
- Daily guest services that enhance visitor satisfaction and ensure safety.
- A seasonal marketing plan to attract diverse visitor groups.
- A locally grounded operations model balancing public benefit with financial sustainability

Respect for Tribal Heritage & Local Community

As stewards of this land, we are committed to meaningful consultation and cooperation with the Timbisha Shoshone Tribe. Our approach includes co-creating educational materials and interpretive signage, offering opportunities for artisan and vendor participation, and providing cultural sensitivity training for all team members. We will listen, learn, and partner to ensure operations reflect community values on water use, access, and ecological care.

We appreciate the opportunity to present our vision and invite you to review our comprehensive proposal.

Sincerely,

Flippin Happy Campers & Hamrick's LLC

Project Managers & Concessionaire Candidates

Tab B – Services & Operations Plan

1) Service Catalog & Guest Policies

- **Day-Use Hot Springs Access:** Timed-entry windows to manage capacity; re-entry allowed same day with wristband. Lockers available.
- **Overnight Stays:** Tent pads, back-in and pull-through RV sites (30/50 amp where available); potable water points; dump station. Monthly sites limited and assigned by written agreement.
- **Programming:** Weekly wellness classes (yoga/meditation), guided nature walks, arts & maker workshops, dark-sky stargazing nights. Group reservations available with advance booking.
- **Local Access: Free pool access for full-time Tecopa residents** (ID verification); resident guest passes offered off-peak.

- **Retail/Concessions (as permitted):** Basic sundries, hydration, local artisan goods.
- **Pets:** Allowed in campground on leash; no pets inside bathhouses or pool enclosures (service animals excepted).
- **Quiet Hours:** 10:00 PM – 6:00 AM. Generators restricted to posted hours.
- **Smoking/Alcohol/Glass:** No smoking/vaping or glass within pool enclosures. Alcohol per County rules; disorderly conduct not tolerated.

2) Operating Calendar & Service Hours

- **Peak Season: October 1 – June 1** (full services).
- **Daily Hours: 6:00 AM – 10:00 PM** for pools and front desk.
- **Shoulder/Summer (June 2 – Sept 30):** Limited services or maintenance shutdowns as required for safety; published schedule 30 days in advance.
- **After-Hours Coverage:** On-call park host; posted emergency contact; incident phone monitored 24/7.

3) Staffing Plan & Coverage (Peak Season)

Core Roles & Minimum Coverage:

- **Operations Manager (1 FTE):** Oversight, compliance, vendor coordination, scheduling, financial controls.

- **Front Desk / Reservations (2 FTE + 1 PTE):** Check-in/out, retail/POS, phones & emails, cash controls.
- **Maintenance Technician (1 FTE):** Repairs, PM calendar, work orders.
- **CPO / Pool Operator (1 FTE or FTE share):** Water chemistry, logs, equipment checks.
- **Park Hosts / Workampers (2 sites):** Nightly rounds, guest orientation, minor maintenance.

Sample Shift Matrix (Peak Season):

Function	6–10a	10a–2p	2–6p	6–10p
Front Desk	1	1	2	1
Bathhouse	1	2	2	2
CPO	✓ chem check	–	✓ chem check	–
Maintenance	–	1	1	on-call
Host Patrol	–	–	1	1

4) Training & Onboarding

- **Pre-Season Academy (24 hrs):** Customer service, de-escalation, ADA awareness, cultural sensitivity, cash handling, radio etiquette, emergency response.

- **Certifications:** CPO (or equivalent), CPR/First Aid; refresher every 2 years or per statute.
- **On-the-Job SOPs:** Cleaning checklists, chemical testing steps, lock-out/tag-out basics for non-licensed tasks, incident reporting.
- **Drills:** Quarterly evacuation and medical response drills; annual tabletop for severe-weather/wildfire.

5) Guest Journey & Service Levels

- **Pre-Arrival:** Automated confirmations, arrival guide with maps, rules, and weather/road advisories.
- **Arrival & Check-In:** Target wait time < 7 minutes; ADA-first queueing; proactive site escort if requested.
- **During Stay:** Staff rounds each 2–4 hours; response to service calls < 10 minutes during operating hours.
- **Check-Out & Feedback:** Express check-out; QR code survey; issues tracked in a corrective-action log within 48 hours.

6) Reservations, Payments & Cancellations

- **Platform:** Cloud-based PMS/POS with integrated payments; PCI-compliant; nightly audit reports.
- **Policies:**
 - Camp/RV: 72-hour cancellation window; earlier of first night's deposit or fee retained if late.
 - Day-Use: Timed-entry refundable up to 24 hours prior.

- Groups/Events: Contracted terms; deposits and attrition schedule.
- **Discounts:** Locals, military, seniors, off-peak promotions; all codified and auditable.

7) Maintenance & Sanitation Program

- **Cleaning Frequencies:** Bathhouses cleaned minimum 4x daily (opening, mid-day, late afternoon, closing) with spot checks hourly on peak days.
- **PM Calendar:** Pumps/filters weekly checks; HVAC/vents monthly; electrical/GFCI quarterly; deep-clean of tile/grout monthly.
- **Work Orders:** Logged via mobile app; priorities P1 (life-safety < 4h), P2 (operational < 24h), P3 (routine < 7d).

8) Pool & Water Quality Management

- **Testing:** At least **2x daily** (opening & late afternoon) plus after heavy use; logs retained per County requirements.
- **Equipment:** Redundant test kits; automatic feeders where approved; secondary sanitation considered if required by code.
- **Records:** Chemical logs, backwash logs, incident/contamination response forms; maintained for regulatory inspection.
- **Incident Response:** Immediate closure, remediation per health code, supervisor sign-off before reopening.

9) Safety, Security & Emergency Preparedness

- **Plans:** Site-specific Emergency Action Plan (EAP) covering medical, fire/wildfire, hazardous materials, missing persons, severe weather, and suspicious activity.
- **ICS Roles:** Incident Lead (Ops Manager), Safety Officer (CPO/Lead), PIO (Manager), Liaison (Manager).
- **Equipment:** AEDs at front desk and pool area; stocked trauma kits; radios with dedicated emergency channel; lighting and CCTV in common areas (privacy-respecting).
- **Evacuation:** Posted routes and muster points; accessibility accommodations included.
- **Night Protocols:** Two-person close; lock/check list for gates, chemical rooms, cash drops.

10) Accessibility & Inclusive Service

- ADA-compliant parking, routes, and restroom features where feasible; portable solutions interim while permanent upgrades are constructed.
- Lane/soak scheduling to allow equitable access during peak periods.

11) Environmental Stewardship & Waste

- **Water:** Low-flow fixtures; leak detection; irrigation only with native/drought-tolerant landscaping.

- **Waste:** Recycling/compost options where viable; chemical storage in secondary containment; SDS on site.
- **Energy:** LED lighting; timer/photocell controls; explore solar shade structures in later phases.

12) Technology & Data Management

- PMS/POS with role-based access; daily backups; minimal data retention per policy.
- Guest Wi-Fi in public areas; acceptable-use policy posted.
- Work order app; digital forms for inspections and chemical logs; dashboard for KPIs.

13) Subcontractor Oversight

- Written scopes with KPIs, response times, and safety requirements; certificates of insurance on file.
- Check-in/out logs for vendors; escort policy for after-hours work.

14) Reporting, KPIs & Continuous Improvement

- **Weekly:** Occupancy, ADR, RevPAS (revenue per available soak), incident summary, maintenance backlog.
- **Monthly:** Financials vs. budget, guest satisfaction (CSAT/NPS), compliance

Tab C – Facility Improvement

Concept Plan (Expanded)

1) Purpose & Vision

Our improvements will transform Tecopa Hot Springs Campground & Pools into a clean, safe, and family-friendly destination that honors the desert environment and original stewards of the land. The plan focuses on:

- **Guest comfort & accessibility**
- **Safety, code compliance, and durability** in a harsh desert climate
- **Operational efficiency** to reduce long-term costs
- **Sustainability** (water/energy stewardship, dark-sky lighting, native landscaping)
- **Sense of place** via interpretive signage, wayfinding, and materials that reflect local character

2) Existing Conditions Snapshot (High Level)

Following County walk-through and records review, the following needs have been identified for near-term attention:

- Aging **pool surfaces, filtration, and ventilation**; need for updated circulation, disinfection, and anti-entrapment protection
- **Bathhouses/restrooms** showing wear; inconsistent ADA compliance (clearances, fixtures, grab bars, turning radii)
- **Electrical** distribution/pedestals at many RV spaces limited to 30A; panels and grounding in select areas require evaluation
- **Wayfinding and regulatory signage** inconsistent; interpretive content limited
- Minimal **shade/wind protection**; limited dark-sky compliant lighting
- **Pathways/parking** with accessibility gaps; variable surfacing and drainage

Final scope will be validated during pre-construction investigations (utility locates, surface scans, selective demolition, and code review).

3) Design & Construction Principles

- **Code-first:** CBC/CPC/CEC/CMC, California Pool Code, ADA 2010 Standards, ANSI/APSP/ICC, VGB Act
- **Desert-ready:** UV-stable finishes, corrosion-resistant hardware, heat-reflective roofs, wind-rated structures
- **Low-maintenance:** standardize parts; specify commercial-grade fixtures and coatings
- **Keep it simple:** modular elements, clear phasing to avoid long operational shutdowns
- **Co-creation:** interpretive elements developed with the Timbisha Shoshone Tribe and County

4) Scope of Improvements

A. Pools & Bathhouses

- **Pool Resurfacing:** Remove failing finishes; prep and install new quartz or high-performance plaster; repair expansion joints
- **Filtration & Disinfection:** New high-efficiency pumps, multi-media filters, UV secondary disinfection,

automated chemical control; isolation valves for maintenance

- **Anti-Entrapment & Safety:** VGB-compliant main drains, unlockable covers, anti-vortex fittings, dual suction lines, compliant SVRS where required
- **Accessibility:** ADA pool lift(s), handrails, transfer walls where feasible; compliant deck slopes and tactile warnings
- **Decks & Drainage:** Replace damaged deck sections; non-slip, light-colored finishes; trench drains with removable grates
- **Ventilation (Bathhouses):** Upgrade exhaust/air changes for humidity control; add operable clerestory where feasible
- **Fixtures & Finishes:** Durable partitions, anti-vandal hardware, low-flow showers and faucets, epoxy or porcelain wall finishes, anti-slip floors
- **Locker/Changing:** Add compact lockers and family changing room, baby-changing stations

B. Restrooms & Showers (Campground)

- Reconfigure for **ADA-compliant stalls**, turning radii, and lavatory clearances

- Replace with **water-efficient** fixtures
- Improve **night lighting** (dark-sky, shielded), occupancy sensors, and ventilation

C. Campground Electrical & RV Pedestals

- Upgrade select loops from **30A to 50A** with new pedestals (GFCI where required), breakers, grounding, and labeling (limited)
- Replace corroded panels; add surge protection; balance loads for efficiency and safety

D. Site Lighting (Dark-Sky)

- Replace open fixtures with **fully shielded, 2700–3000K** luminaires on smart controls (dimming/curfew); maintain safe paths while preserving the night sky

E. Shade, Windbreaks & Comfort

- Install **solar shade structures** at key congregation points (pool deck edges, picnic nodes)

- Add **windbreak fencing** using perforated metal/wood slats to diffuse gusts without creating turbulence
- Provide **misters** and bottle-filling stations in high-use areas

F. Paths, Parking & ADA Connectivity

- Create continuous, **ADA-compliant routes** from parking to pools/bathhouses/camp loops
- Install tactile warning panels at transitions and crossings; restripe ADA parking with correct slopes and signage

G. Signage & Wayfinding (with Interpretive Layer)

- **Family-friendly wayfinding** (color zones, iconography) from entry to amenities
- **Interpretive exhibits** co-created with the Tribe: geology of hot springs, cultural history, water stewardship
- Clear **rules/regulatory** signage (multi-language pictograms), emergency info, and safety icons

H. Landscaping & Water Stewardship

- Plant **drought-tolerant natives**, bioswales for rare storm events, and **smart irrigation** (weather-based controllers)
- Explore **non-potable reuse** (where permitted) for landscape irrigation; coordinate with pool water management protocols

I. Sustainability & Energy (future phase)

- **Solar PV** integrated with shade structures (pre-wired for future battery)
- **EV Charging:** 2–4 Level-2 dual-port stations in main lot; conduit for expansion
- **Envelope & Equipment:** Cool roofs, reflective coatings, ENERGY STAR equipment where applicable

J. Recycling & Storage

- Consolidated **enclosures** for trash/recycling/green waste; easy service access; odor and pest mitigation
- Lockable **maintenance storage** with eyewash station and chemical segregation for pool operations

5) Phasing & Schedule

Targeting heavy construction during **off-season (June 2–Sept 30)** to minimize guest disruption.

- **Phase 0 – Pre-Construction (4–8 weeks):**
Surveys, utility locates, submittals, safety plan, procurement of long-lead items
- **Phase 1 – Health & Safety + ADA (Year 1):**
VGB compliance, filtration/disinfection upgrades, critical electrical, ADA routes/parking, bathhouse code fixes
- **Phase 2 – Infrastructure Modernization (Year 2):** RV pedestals/panels, shade structures, lighting conversion, wayfinding package, landscaping/irrigation
- **Phase 3 – Enhancements & Expansion (Year 3+):** Additional programming spaces (pavilion/class lawn), EV charger expansion, interpretive exhibits roll-out

Each phase will have a **commissioning and training** close-out to ensure staff readiness and O&M adoption.

6) Budget Framework & Cost Controls

- Establish **allowances** for unknowns (e.g., underground conditions)
- Use **alternate bid items** (Add/Deduct) to right-size scope to budget without re-bidding
- Lifecycle costing to prioritize items with the **fastest payback** (e.g., lighting and pump efficiency)

7) Permitting, Compliance & Reviews

- County building, electrical, and health department coordination; pool permits and inspections
- ADA 2010 Standards, VGB Act compliance documentation, **as-built and O&M manuals** upon completion
- Environmental coordination with County; materials and practices mindful of desert habitat
- **30-day in-season inspections** with County representatives; additional milestone walk-throughs at substantial completion of each phase

8) Risk Management & Safety

- Site-specific **Health & Safety Plan**; hot-work permits, lockout/tagout, trench safety

- Guest separation via fencing/clear detours and daily housekeeping of work zones
- Weather contingency plans for extreme heat/wind events

9) KPIs & Success Metrics

- **Guest satisfaction** (post-visit surveys $\geq 4.5/5$ within 6 months of Phase 1)
- **Uptime**: Pool amenity availability $\geq 98\%$ in operating season
- **Water & Energy**: $\geq 20\%$ reduction in energy for pumps/lighting vs. baseline by end of Phase 2; landscape water use held within budgeted allotment
- **Accessibility**: ADA route compliance to bathhouses, and key amenities
- **Response Time**: Corrective maintenance tickets closed within 72 hours (average) during season

10) Drawings, Manuals & Training Deliverables

- 30/60/90% design submittals; product data; shop drawings; photometric plans

- As-builts (PDF + native CAD), O&M manuals, warranty packets
- **Staff training:** pool operations, chemical safety, emergency response, ADA assistance, and guest communication

11) Community & Tribal Engagement

- Engage the **Timbisha Shoshone Tribe** in interpretive content, naming, and programming opportunities
- Local vendor and artisan **market days** aligned with seasonal events; preference for regional trades during construction where feasible

12) Post-Improvement Maintenance Strategy

- Seasonal **preventive maintenance** schedules (filters, pumps, coatings, lighting)
- Spare-parts inventory for critical systems (pumps, controllers, lighting drivers)
- Annual joint **facility review** with County to prioritize minor capital for the following season

Tab D – Business Plan

1) Vision & Objectives

Our goal is to relaunch Tecopa Hot Springs Campground & Pools as a clean, safe, affordable desert wellness destination—balancing guest experience, community benefit, and fiscal responsibility to Inyo County. We will:

- Deliver reliable day-use soaking and well-managed camping, October 1 – June 1 (peak season).
- Execute phased improvements that reduce long-term costs and raise guest satisfaction.
- Build transparent County reporting with measurable KPIs and clear financial controls.
- Create equitable access and respectful partnerships with local residents and the Timbisha Shoshone Tribe.

2) Operating Model at a Glance

- **Season & Hours:** Peak operating season Oct 1 – Jun 1; daily 6:00 a.m. – 10:00 p.m. (aligned with Tab B).
- **Core Services:** Day-use hot springs pools; campground/RV/tent stays; showers; reservations & check-in; paid Wi-Fi.
- **Guest Experience:** Cleanliness-first standards; fast check-in; clear pool etiquette; ADA-forward wayfinding; stargazing-friendly quiet hours.
- **Technology Stack:** Cloud PMS & POS; online bookings; digital waivers; incident logging; Starlink-backed Wi-Fi with daily passes.
- **Vendor/Contractor Access:** Guaranteed site access for maintenance and inspections (see Tab H – Exceptions).

3) Revenue Model

Primary Revenue Streams

- **Day-Use Hot Springs:** Standard day passes; time-block management on peak days to balance capacity and experience.

- **Camping (RV/Tent):** Dynamic pricing by date and demand; add-ons for extra vehicles/showers where applicable.
- **Showers (Non-camping):** Paid, time-limited access during posted hours.
- **Wi-Fi (Starlink):** Daily passes (average of **30 users/day** integrated into plan).
- **Group/Program Bookings:** After-hours or off-peak reservations for wellness groups, astronomy nights, or educational programs (limited, pre-approved).

Discounts/Equity Access

- **Residents & Tribal Community:** Structured off-peak pricing windows; limited-capacity resident days; verification standards; posted calendar.
- **Seniors/Veterans/Underserved:** Targeted, published discount tiers; tracked for County reporting.

4) Pricing Framework (initial, adjustable)

- **Day-Use Pools:** Tiered by day and time block (weekday/shoulder/holiday).

- **Camping:** Dynamic rate bands with advance-purchase and length-of-stay incentives; transparent taxes/fees.
- **Showers:** Flat fee per time window; upsell towel rentals only if authorized by County.
- **Wi-Fi:** Daily pass (per device or household).
Illustrative: \$10/day.

5) Demand, Seasonality & Capacity Management

- **Peak Season:** Oct–May; highest day-use on weekends/holidays.
- **Shoulder Days:** Mon–Thru. periods for resident/tribal access programs.
- **Capacity Controls:**
 - Online pre-booked time blocks for day-use on high-demand dates.
 - Live occupancy board at entrance; overflow waitlist with SMS notifications.
 - Safety-driven bather load limits; protective windbreak/shade (see Tab C).

6) Organizational Plan & Controls (summary; details in Tab B)

- **Staffing:** 2 full-time + 2 part-time (peak) baseline, expanded on holidays.
- **Training:** CPR/First Aid; Certified Pool Operator (CPO) coverage; ADA/customer-care; cultural sensitivity; incident reporting.
- **SOPs:** Opening/closing; water chemistry; cleaning cadences; cash & cashless controls; nightly reconciliation; emergency actions.
- **Vendor Mgmt.:** Backgrounded service partners; scheduled PM; access logs.

7) Financial Plan & Assumptions

Key Operating Assumptions (Year 1, illustrative)

- **Season length:** ~8 months (Oct 1 – Jun 1).
- **Utilization:**
 - Day-use: demand peaks weekends/holidays; time-blocked on sellout days.
 - Camping: dynamic pricing + minimum-stay rules on holidays.

- **Inflation/Indexing:** Utilities +5%/yr; supplies +3%/yr; wages per CA requirements; insurance market +7–10%/yr.
- **Wi-Fi: 30 daily passes/day** average during operating season. At an illustrative **\$10/day**, this yields ≈ **\$73,200** per season (30×\$10×~244 days).
- **Lease/Revenue Share:** See Tab G for final structure; model-ready for base rent + variable % of gross with improvement offsets.

Cash Controls & Audibility

- Dual cash-count procedures; blind reconciliation; manager sign-off.
- Daily Z-reports; weekly summary; monthly County packet with KPI dashboard.
- Incident logs linked to financial periods for traceability.

8) Capital Plan, Funding & ROI (syncs with Tab C)

- **Phase 1 (Year 1):** Health & safety, ADA, filtration, electrical clean-up, signage.

- **Phase 2 (Year 2):** Shade/windbreaks, bathhouse modernization, pathways, drought landscaping & graywater reuse where feasible.
- **Phase 3 (Year 3+):** Program spaces, stargazing enhancements, interpretive elements.

Funding Approach

- Operator-funded improvements prioritized to reduce OPEX (e.g., filtration efficiency, shade reducing evaporation/heat load).
- Explore grants/partnerships for accessibility, conservation, and dark-sky education.
- **County Ownership:** All capital improvements remain County property (per Tab H – Exceptions).

ROI Logic

- Lower chemical/power costs from upgraded systems.
- Higher guest satisfaction → repeat visits & reviews → steady occupancy rate gains.
- Reduced closures via preventative maintenance.

9) Risk Management, Compliance & Insurance

- **Compliance:** Water quality standards; posted rules; daily chemistry logs; CPO oversight; ADA access improvements; documented inspections every 30 days in season (County-led).
- **Safety:** Clear depth/temperature signage; slip prevention; incident response drills; heat/wind protocols; after-hours security checks.
- **Insurance:** GL, property, workers' comp, auto (if required), and umbrella at County required limits (final limits in Tab G/County MSC).
- **Business Continuity:** Power backup plan; emergency vendor list; communications tree; mutual Force Majeure protections (see Tab H).

10) KPIs & County Reporting (Monthly Packet)

- Visitor counts by segment (day-use, camping, resident/tribal, programs).
- Occupancy, ADR (camping), RevPAR-equivalent, average length of stay.
- Pool uptime %, water chemistry pass rate, incident counts and resolution time.

- Cleanliness scores, NPS/guest feedback, review response time.
- Operating costs per visitor; utilities per bather-day; chemical use per 1,000 gal.
- Progress on Phase improvements; photos; change orders; budget-to-actuals.
- Revenue share statement and backup (see Tab G).

11) Implementation Timeline (Milestones)

- **T-60 to T-30 days:** Finalize rates/calendar, launch website & bookings, hire & train, order supplies/PPE, confirm inspection calendar.
- **T-14 days:** Dry runs of opening/closing; water tests; soft-open with invited locals for feedback.
- **Opening Day:** Full services live; KPI baseline established.
- **First 30/60/90 Days:** Probationary review windows (mutual 90-day clause; see Tab H).
- **End of Year 1:** Phase-1 completion; County joint review; Year-2 plan lock.

12) Community, Tribal & Partner Engagement

- **Timbi-Sha-Shoshone Partnership:** Co-develop interpretive signage and programs; vendor/artisan opportunities; staff cultural training (see Tab A commitments).
- **Local Residents:** Off-peak access windows, resident days, transparent discount policy.
- **Alliances:** Tourism boards, wellness organizers, RV clubs; astronomy groups for “Soak & Stargaze” nights (see Tab E).

13) Environmental Stewardship

- **Water:** Tight leak detection; scheduled audits; gray water/recapture for drought-tolerant landscaping where feasible.
- **Energy:** Shade/windbreaks to reduce thermal loss; LED retrofits; equipment right-sizing.
- **Dark Sky:** Adaptive, low-glare lighting; stargazing programming; quiet hours enforcement.
- **Waste:** Clear sorting; vendor packaging standards; refill/cleaning concentrates.

14) Governance & Communication

- **Weekly Ops Huddle:** Issues, incidents, staffing, supplies.
- **Monthly County Packet:** KPIs, financials, improvement updates, inspection log.
- **Quarterly Public Note:** Seasonal calendar, policy changes, community invites.

15) How This Plan Aligns With Other Tabs

- **Tab B – Services & Operations:** SOPs, staffing, and hours detailed there; this plan references their financial impact.
- **Tab C – Facility Improvements:** Funding and ROI gates tied to Phase milestones.
- **Tab E – Marketing:** Demand generation tied to dynamic pricing and capacity management here.
- **Tab G – Compensation:** Model-ready for base rent + % revenue with capital offsets.
- **Tab H – Exceptions:** 90-day probation, inspection cadence, access guarantees, County ownership of improvements.

Tab E – Marketing Plan

1) Brand Positioning & Promise

Positioning: A restorative desert soak-and-stay experience—clean, safe, and family-friendly—serving road-trippers, wellness seekers, and RV travelers near the gateway to Death Valley.

Brand pillars:

- **Pure mineral water**, clean facilities, and caring hospitality
- **Dark-sky stargazing** & desert wellness (quiet hours, mindful programming)
- **Accessible & inclusive**, with community-first pricing and resident perks
- **Responsible operations:** water-wise landscaping, low-impact lighting, and waste reduction

2) Objectives

- **Occupancy & Visits**
- **Average RV/campsite occupancy**

- **Day-use soak**
- **Direct Bookings**
- **60–70%** of reservations direct (website/phone) to reduce OTA commissions
- **Marketing Efficiency**
- **Audience Growth**
- **Email list:** new contacts
- **Social:** combined followers with engagement rate
- **Reputation**
- **4.6★+** average rating; ≥30 new Google reviews/quarter
- **Community**
- **Resident participation**

3) Channel Strategy & Tactics

A) Digital (Always-On)

1. SEO-Optimized Website

- Fast, mobile-first site with structured data (Local Business & Event schema), integrated booking engine, FAQ, accessibility statement, and live availability.
- Content hubs: *Plan Your Trip* (routes, weather, packing lists), *The Water* (benefits & etiquette), *Events* (Soak & Stargaze, markets), *RV & Camp Basics*.
- Blog cadence: 2 posts/month targeting long-tail queries (e.g., “hot springs near Death Valley,” “winter RVing in the Mojave,” “dark sky soaking tips”).
- Onsite **conversion points**: sticky “Book Now,” exit-intent offer (e.g., 10% off weekday soaks for email sign-up), and abandoned-cart emails.

2. Search & Social Ads

- **Google Ads**: intent keywords + branded defense; bid adjustments for drive-time markets (Las Vegas area, SoCal).
- **Meta Ads**: reels/carousels with UGC; audience stacks by traveler type (wellness, camping, road trips).
- **YouTube/Shorts**: 15–30s verticals spotlighting night skies, steam, and “quiet hour” ambiance.
- **Retargeting**: site visitors & add-to-cart audiences; dynamic “last-viewed campsite/soak pass.”

3. Organic Social

- Platforms: Instagram, TikTok, Facebook.
- Cadence: 4–5 posts/week (mix of reels, carousels, stills). Stories daily in peak season.
- Themes: water & wellness, stargazing, guest spotlights, “camp host tips,” indigenous history highlights (co-created when invited), behind-the-scenes maintenance/cleanliness.

4. **Influencer & Creator Partnerships**

- Focus **micro-creators (10k–100k)** in wellness, RV, astronomy, and desert travel.
- Offer media rates / hosted weekday stays; require **usage rights, FTC disclosure, and deliverables** (2 reels, 1 carousel, 10 story frames, link-in-bio for 7 days).
- Trackable codes and booking links; pay on performance where appropriate.

5. **Email & SMS**

- **Welcome series (3 emails):** introduce water story → plan your visit → first-time offer.
- **Monthly newsletter:** events, partner perks, limited-time rates.

- **Automation:** abandoned booking; pre-arrival tips; post-stay review ask with photo UGC prompt; birthday/anniversary treats.
- **SMS** for same-day promos (weekday afternoon “Twilight Soak” offers).

6. **Listings & Reputation**

- Claim/optimize **Google Business Profile** and Apple Business Connect; consistent NAP across directories.
- Monitor/respond within 48 hours to all reviews; QR codes on-site for easy review capture.
- Distribution on **Hipcamp, The Dyr, Campendium** (commission-aware): syndicate accurate photos, amenities, rules, and seasonal hours.

7. **Wi-Fi Splash Page & On-Site Capture**

- Branded captive portal offering free basic access with email opt-in; upsell **daily high-speed pass**.
- Rotate creative for night events, weekday deals, and resident days.

B) Print & Out-of-Home

- **Tri-fold rack cards** and **4×9 shelf flyers**: maps, hours, rates, QR to booking.
- **Posters** for visitor centers, cafés, outfitters: “Soak & Stargaze” + seasonal calendar.
- **Regional magazine** placements (winter & shoulder issues) with trackable QR.

C) Partnerships

- **Tourism boards & chambers**: cooperative content, calendar inclusion, press trips.
- **Wellness retreat organizers**: midweek buyouts or program blocks; co-branded itineraries.
- **RV clubs & caravans**: negotiated group rates, host-led stargaze nights.
- **Education & culture**: invite collaboration with the **Timbi-sha Shoshone** for interpretive content, artisan vending, and cultural programming (as welcomed).
- **Hospitality & attractions**: cross-promos with nearby lodging, cafés, and guides.

4) Target Audiences & Messaging

1. Road-Trippers

- **Need:** easy, memorable stop near national parks.
- **Message:** “Steam off the miles. A safe, spotless soak at the desert’s edge.”
- **Offers:** weekday day-pass bundles; fuel-receipt promo (show receipt, get \$2 off).

2. **Wellness Travelers**

- **Need:** restorative rituals, quiet, clean water.
- **Message:** “Mineral-rich. Mindful. Desert-calm.”
- **Offers:** sunrise/sunset soak windows; add-ons (yoga lawn pop-ups, towel kits).

3. **RVers & Snowbirds**

- **Need:** hookups, reliability, community, value over months.
- **Message:** “Stay longer, feel better—desert days with hot-spring nights.”
- **Offers:** multi-week pricing; loyalty punches; club caravans.

4. **Local Residents**

- **Need:** affordable wellness and community space.
- **Message:** “Your backyard springs—clean, cared for, and close.”

- **Offers: Resident Days**, morning lap-soak hours, punch cards, job/volunteer pathways.

5) Seasonal Campaigns (with Execution Detail)

A) “Soak & Stargaze” (Nov–Mar, select new-moon weeks)

- **Assets:** night-sky photo/video, red-light etiquette graphic, event landing page.
- **Distribution:** email invite (D-14, D-3), Meta & Google Events, partner calendars.
- **On-site:** warm beverage stand, red-light loaners, constellation cards.
- **Measure:** sell-out rate, ancillary sales per guest, review mentions of stargazing.

B) Local Artisan Markets (Monthly, Oct–Apr)

- **Vendor mix:** artisans, wellness goods, local food trucks (as permitted).
- **Marketing:** co-hosted Facebook Events; vendor IG takeovers; flyer drop at libraries and cafés.

- **Measure:** foot traffic, vendor retention, resident pass sales.

C) Resident-Only Off-Season Days (Jun–Sep, mornings/evenings)

- **Pricing:** reduced day-pass; family bundle.
- **Community messaging:** cooling hours, safety, facility updates.
- **Measure:** resident attendance, pass renewals, email growth.

D) Discount Programs for Underserved Groups (Year-Round Windows)

- **Eligibility examples:** seniors, veterans, students; designated **Community Access Days**.
- **Execution:** clear schedule on site/website; simple verification; no data beyond basic proof.
- **Measure:** participation count and NPS by segment.

6) Launch & Content Cadence

90-Day Launch (Pre-Season: July–Sept)

- **Week 1–2:** brand kit; photo/video shoot (day + night); website rebuild with booking engine.
- **Week 3–4:** claim listings; integrate analytics; set up email/SMS automations.
- **Week 5–6:** SEO content (3 cornerstone pages); initial Google & Meta campaigns live.
- **Week 7–8:** creator outreach; partner calendar submissions; rack card print.
- **Week 9–10:** staff social training; review-response playbook; Wi-Fi splash page live.
- **Week 11–12:** press note (“Season Opening & Soak & Stargaze Dates”); community preview.

Always-On Content Rhythm

- **Reels/Shorts:** 2–3/week (water, stargazing, guest stories)
- **Carousels/Posts:** 2/week (itineraries, tips, facilities)
- **Stories:** daily in season (queue FAQs, surveys)

- **Email:** monthly newsletter + triggers (welcome, pre-arrival, post-stay)

7) Creative Guidelines

- **Photography:** steam, reflections, night skies, clean tile/fixtures, smiling multi-generational guests (model releases); avoid overcrowded frames.
- **Video:** gentle water audio; 24–30fps; 5–7s hook; captions always.
- **Voice & Tone:** calm, welcoming, precise about cleanliness and safety.
- **Accessibility:** alt text, high-contrast palettes, captioned video, readable fonts.
- **Attribution:** credit co-created cultural content; secure rights from creators.

8) Pricing, Packages & Promotions (Marketing-Aligned)

- **Weekday “Twilight Soak”** (last 2 hrs.): value rate to lift shoulder demand.
- **“Soak + Towel Kit”** bundle at POS; **Gift Cards** online and on-site.

- **Loyalty:** digital punch (buy 5 day-passes, 6th free); **Refer-a-Friend** codes.
- **Clubs/Groups:** tiered rates for RV caravans and wellness retreats midweek.

9) Community & Cultural Engagement

- Open invitation to the **Timbi-Sha Shoshone** for interpretive signage, artisan vending, and programming collaboration; honorarium budgets included when invited.
- **Resident Advisory Touchpoints:** quarterly listening hour and survey; “You said, we did” updates in email and on signage.

10) Budget & Allocation (Guideline)

Allocate **6–8% of gross revenue** to marketing. Example split:

- **Paid media (search/social/video): 45%**
- **Content (photo/video, design): 20%**
- **Print/OOH & distribution: 10%**
- **Influencers/press hosting: 10%**

- **Partnerships/events/community: 10%**
- **Tools/analytics/contingency: 5%**

11) Measurement & Reporting

- **Dashboard:** traffic, bookings (by source), CPA/ROAS, email growth, social reach/engagement, review volume/sentiment, occupancy, day-pass sales, ancillary (towels, Wi-Fi).
- **Attribution:** UTMs on all links; call tracking for phone reservations.
- **Quarterly experiments:** A/B test offer framing (e.g., “Twilight Soak” vs “Sunset Soak”), landing page hero shots, and minimum-stay rules for RV.

12) Risk, Compliance & Standards

- **Data privacy:** CCPA-compliant opt-in, clear unsubscribe, data minimization.
- **Disclosure:** FTC-compliant influencer posts.
- **Brand safety:** no off-trail imagery, respectful cultural framing, and night-sky etiquette.

- **Crisis comms:** prewritten notices for weather, maintenance, or access changes; website banner + SMS + Google Profile updates within 60 minutes.

13) Sample Creative (Short Copy Lines)

- **“Steam meets starlight.** Desert nights, perfectly quiet.”
- **“Arrive dusty. Leave glowing.”**
- **“Clean water. Clear skies.** Your Tecopa ritual.”
- **“Weekday unwind—**less crowd, more calm.”

14) Print & Digital Asset Checklist

- Rack card + poster (QR to booking)
- Seasonal event one-sheet & vendor packet
- Night-sky etiquette card (red-light friendly)
- ADA access map & quiet-hours sign
- Media kit (fact sheet, photo rights, logos)
- Wi-Fi splash creatives + “Daily High-Speed Pass”
flyer

15) 12-Month Campaign Calendar (High Level)

- **Oct:** Season open; Resident Days launch; creator visits #1
- **Nov:** Soak & Stargaze #1; RV club outreach; gift card push
- **Dec:** Holiday lights & “Quiet Week” wellness promos
- **Jan:** Wellness reset; partnerships with retreat leaders
- **Feb:** Couples’ stargaze nights; photo contest
- **Mar:** Spring break family bundles; artisan market
- **Apr:** Shoulder-season weekday specials; review drive
- **May:** Locals appreciation month; summer hours messaging
- **Jun–Aug (Off-Season):** Resident mornings/evenings; maintenance storytelling; content library build
- **Sep:** Pre-season campaign; creator visits #2; press note with event dates

What you’ll get from this plan

- More **direct bookings** and higher **repeat visitation**
- A resilient **community pipeline** (residents, partners, retreats)
- A consistent brand that highlights **cleanliness, safety, accessibility**, and the **unique desert-night experience**

Tab F – Qualifications

1) Summary of Qualifications

Flippin Happy Campers & Lance Hamrick LLC brings a blended track record in guest experience, community engagement, field operations, and light capital improvements suited to hot springs, campground, and day-use facilities. Our team emphasizes:

- Safe, clean, family-friendly operations aligned with Inyo County standards
- Transparent financial stewardship and data-driven decision-making

- Culturally respectful programming in partnership with local communities and the Timbisha Shoshone Tribe
- Phased improvements that reduce lifecycle costs and increase accessibility

2) Key Personnel & Roles

Vanessa Hamrick — Community Engagement & Visitor Experience Lead (On-Site Lead)

- Licensed real estate professional known for ethics, communication, and detail orientation; seasoned in high-touch client service and conflict resolution.
- Leads guest services, staffing/training, reservation standards, complaint resolution, community partnerships, and KPIs reporting.

Lance Hamrick — Operations & Maintenance Lead

- Oversees daily facilities operations, vendor coordination, preventive maintenance, and safety compliance; establishes checklists, logs, and shift protocols.

Bryan — Sustainable Construction & Site Improvements

- Experience in land-sensitive development and sustainable construction methods; guides scopes for resurfacing, shade/wind protection, ADA pathing, and signage.

Kristine Forbes — Design, Brand & Interpretation

- Visual communication and wayfinding; supports interpretive/educational materials, digital presence, and guest-facing collateral aligned with county branding.

Seasonal Park Hosts & Front-Desk Team

- Two full-time + two part-time (peak), cross-trained in check-in, pool monitoring, retail kiosk, light maintenance, and after-hours protocols.

Organizational Coverage: 6:00 a.m.–10:00 p.m. during the operating season (Oct 1–Jun 1), with on-call protocols after hours.

3) Licenses, Certifications & Training (Plan)

- **Facility Safety & Aquatics**
 - Certified Pool Operator (CPO) for at least one on-site lead per shift
 - First Aid/CPR/AED for all guest-facing staff
 - ADA customer-service training; incident documentation best practices
- **Project & Vendor Controls**
 - Contractor insurance & licensing verification; Job Hazard Analyses (JHAs) for improvements

4) Safety, Risk Management & QA/QC

- **Daily:** Opening/closing safety walks, water-quality tests (documented), custodial logs, hazard tagging and remediation.
- **Weekly:** Facility audit (bathhouses, grounds, signage, lighting); chemical inventory reconciliation.
- **Monthly (in-season):** County-led inspection welcomed (per Tab H intent); corrective-action tracker shared.
- **Incident Response:** 3-tier escalation with time-bound communication to guest, County contact, and (if needed) EMS.

- **QA/QC:** Mystery-guest checks, response-time SLAs, and trend reporting to drive fixes.

6) Community, Tribal & Stakeholder Engagement

- **Timbisha Shoshone Collaboration:** Open invitation to co-create interpretive materials, programming, and artisan/vendor access; cultural-sensitivity training for all staff.
- **Local Workforce:** Priority hiring for Tecopa/Shoshone/Death Valley area residents; flexible shifts; skills development.
- **Access & Affordability:** Resident days, local discounts (per Tab E marketing & Tab B services), and off-season activations.

7) Environmental Stewardship & Sustainability

- Water-wise custodial practices; explore non-potable/treated water reuse for landscaping where compliant.
- Solar shade structures and windbreaks (per Tab C) to improve comfort and reduce operating costs.
- Native, drought-tolerant landscaping with low maintenance plans and interpretive labels.

- Waste reduction: refill stations, vendor packaging guidelines, recycling where feasible.

8) Financial Capacity & Controls

- **Cash Controls:** Dual-custody deposits, POS with user roles, daily reconciliation, surprise audits.
- **Reporting:** Monthly P&L, revenue share calculations, capital improvement log (with County-retained ownership per Tab H).
- **Forecasting:** Seasonal demand modeling (Oct–Jun focus), sensitivity analyses for weather/road closures.

9) Subcontractors & Vendors (Anticipated)

- **Licensed Pool Service (backup/overflow)** — chemistry, filtration service, emergency repairs
- **General Contractor(s)** — bathhouse and hardscape scopes (ADA ramps, resurfacing)
- **Signage/Fabrication** — interpretive panels, wayfinding, code signage
- **Security (as-needed)** — event nights, peak weekends

- **IT/Wi-Fi** — guest internet kiosk/portal, uptime monitoring, PCI guidance

10) Insurance & Compliance (Summary)

- General Liability, Auto, Workers' Comp, and other coverages consistent with County master services requirements.
- Vendor COIs naming County as additional insured where required.
- Safety Data Sheets (MSDS) and chemical storage compliant with code.

11) Technology Stack (Operations)

- **Reservations/POS:** Cloud-based platform with timed entries for day-use pools, dynamic inventory for campsites, and barcode/QR tickets.
- **Maintenance:** Work-order app with SLAs, photos, and close-out notes.
- **KPI Dashboard:** Admissions, occupancy, ancillary sales, complaint resolution time, and cleanliness scores shared monthly.

12) Performance Metrics (Sample Targets)

- Pool water tests logged **every 2–4 hours** during open hours
- Custodial checks **hourly** (bathhouses) and **twice-daily** deep cleans
- Guest issues acknowledged within **15 minutes**; resolved within **24 hours** (or clear timeline provided)
- Cleanliness score $\geq 4.6/5$, NPS $\geq +50$ in peak season
- ADA route uptime $\geq 99\%$ (prompt mitigation after wind/sand events)

13) References & Evidence of Past Performance

- Professional and vendor references available within **2 business days** of request (as noted previously).
- Sample SOPs, inspection checklists, and training matrices available for County review.

Tab H – Exceptions & Clarifications

Purpose. These exceptions/clarifications are offered in good faith to align risk, ensure service continuity, and protect public value. All are negotiable and intended to be incorporated into the final Concession Agreement and the County's Master Services Contract (MSC).

H.1 Probationary Term & Early Termination

Rationale: Establishes a fair “fit check” window while protecting guests and public assets.

Proposed language: “A mutual **90-day probationary period** shall commence on the Service Start Date. Either party may terminate **without cause** during probation with **30 days’ written notice**. Upon termination, payments are prorated to the effective date; Contractor will assist with orderly transition for up to 10 business days.”

H.2 Capital Improvements: Ownership, Approval & Cost Recovery

Rationale: County retains ownership; Contractor needs predictable recovery on County-approved investments.

Proposed language: “All permanent improvements become **County property** upon installation. For County-approved capital improvements over **\$2,500** (single item), Contractor shall receive cost recovery via: (a) **rent/revenue-share credits** or (b) **amortization** over the lesser of **useful life or term** (straight-line). At early termination without Contractor default, County will **buy out the undepreciated balance** of County-approved items. Prevailing wage and 3-bid procurement apply where legally required.”

H.3 Inspection Frequency & Cure Process

Rationale: Ensures accountability while allowing practical cure periods.

Proposed language: “County may conduct **in-season inspections at least every 30 days** and **off-season quarterly** with 48-hour notice (except emergencies). Non-material deficiencies: **15 days to cure** (or 5 days to commence cure if longer is reasonably required). Material health/safety issues: **immediate mitigation** and full cure **within 72 hours** where feasible.”

H.4 Force Majeure, Government Orders & Access Disruptions

Rationale: Aligns obligations with events beyond control; preserves service continuity.

Proposed language: “Force Majeure includes natural disasters, **public health orders, utility failures not caused by Contractor, BLM/road closures**, supply chain shocks, and acts/omissions of government. Deadlines extend day-for-day; **minimums, rent, or revenue-share are equitably abated** proportional to impact. Contractor may temporarily close affected facilities with County notice when guest/worker safety is at risk.”

H.5 Site Access & Quiet Possession

Rationale: Ensures uninterrupted operations and vendor support.

Proposed language: “County guarantees Contractor and authorized vendors **24/7 operational access**, keys, gate codes, **utility meter access**, equipment storage, and **two host pads** (or equivalent) for onsite staffing. County will

not materially interfere with quiet possession except for emergencies, inspections, or agreed projects.”

H.6 Utilities & Infrastructure Baseline

Rationale: Clarifies cost responsibility and upgrades path (e.g., 30A → 50A).

Proposed language: “Contractor pays consumption-based utilities; County is responsible for **capital utility capacity upgrades** required by code or County scope (e.g., main service upgrades). Extraordinary utility cost spikes **>25% YoY** due to rate changes trigger good-faith adjustment to pricing or revenue-share to maintain service viability.”

H.7 Pricing Flexibility & Community Discounts

Rationale: Enables responsive pricing while honoring public access.

Proposed language: “Within published rate bands approved annually by County, Contractor may **seasonally adjust** rates with **14-day notice** to County. Contractor will maintain **resident and Tribal discount programs** and

publish all discount windows on the facility website and at point of sale.”

H.8 Data, Reporting & Privacy

Rationale: Transparency for County; privacy for guests.

Proposed language: “Monthly revenue reports and audited annual statements are provided. County audit rights limited to **last 24 months**. Guest **PII is not shared** except as legally required; operational data may be shared in **aggregated/de-identified** form. PCI-DSS compliance for payments.”

H.9 Marketing, Branding & Signage

Rationale: Ensures consistent public image.

Proposed language: “Contractor may use the facility name and create co-branded materials subject to County’s **reasonable approval** (10 business day review). Permanent signage requires prior County approval; temporary event signage allowed with notice.”

H.10 Compliance, Permits & Cultural Resources

Rationale: Clarifies shared responsibilities and Tribal engagement.

Proposed language: “County will reasonably assist with permits within its control. Contractor will comply with **Health Dept. pool ops (CPO, water testing logs)**, OSHA/Cal-OSHA, ADA, environmental and cultural resource protections. Contractor will support **meaningful consultation** with the **Timbisha Shoshone Tribe** as outlined in Tab A.”

H.11 Indemnification (Mutual) & Liability Limits

Rationale: Balanced risk consistent with industry norms.

Proposed language: “**Mutual indemnification** for each party’s negligence/willful misconduct. No indemnity for a party’s **own negligence. No consequential, incidental, or punitive damages** except for third-party claims covered by required insurance or for willful misconduct. Liability is **capped at insurance limits** except for unpaid fees or IP/PII breaches.”

H.12 Insurance Requirements (Clarified)

Rationale: Align with market availability and County protections.

Proposed language:

- **GL:** \$1,000,000 per occurrence / \$2,000,000 aggregate
- **Auto:** \$1,000,000 combined single limit
- **Umbrella/Excess: \$5,000,000** (GL/Auto follow form)
- **Workers' Comp:** Statutory; **EL** \$1,000,000
- County named **Additional Insured, primary & non-contributory, waiver of subrogation, 30-day cancellation notice** (10 days for non-payment). Carriers A.M. Best **A- VII** or better.

H.13 Dispute Resolution & Venue

Rationale: Encourages quick, local resolution.

Proposed language: “Disputes: executive meet-and-confer, then **mediation in Inyo County**, and if

unresolved, litigation in **California state courts in Inyo County**. Each party bears its own fees unless statute provides otherwise.”

H.14 Public Records (CPRA) & Trade Secrets

Rationale: Protects confidential business information.

Proposed language: “Contractor may designate proprietary materials as **Trade Secret/Confidential**. County will provide prompt notice of **CPRA** requests to allow Contractor to seek protection.”

Redaction Log

Reason	Page (# of occurrences)	Description
no reason	1 (5)	---