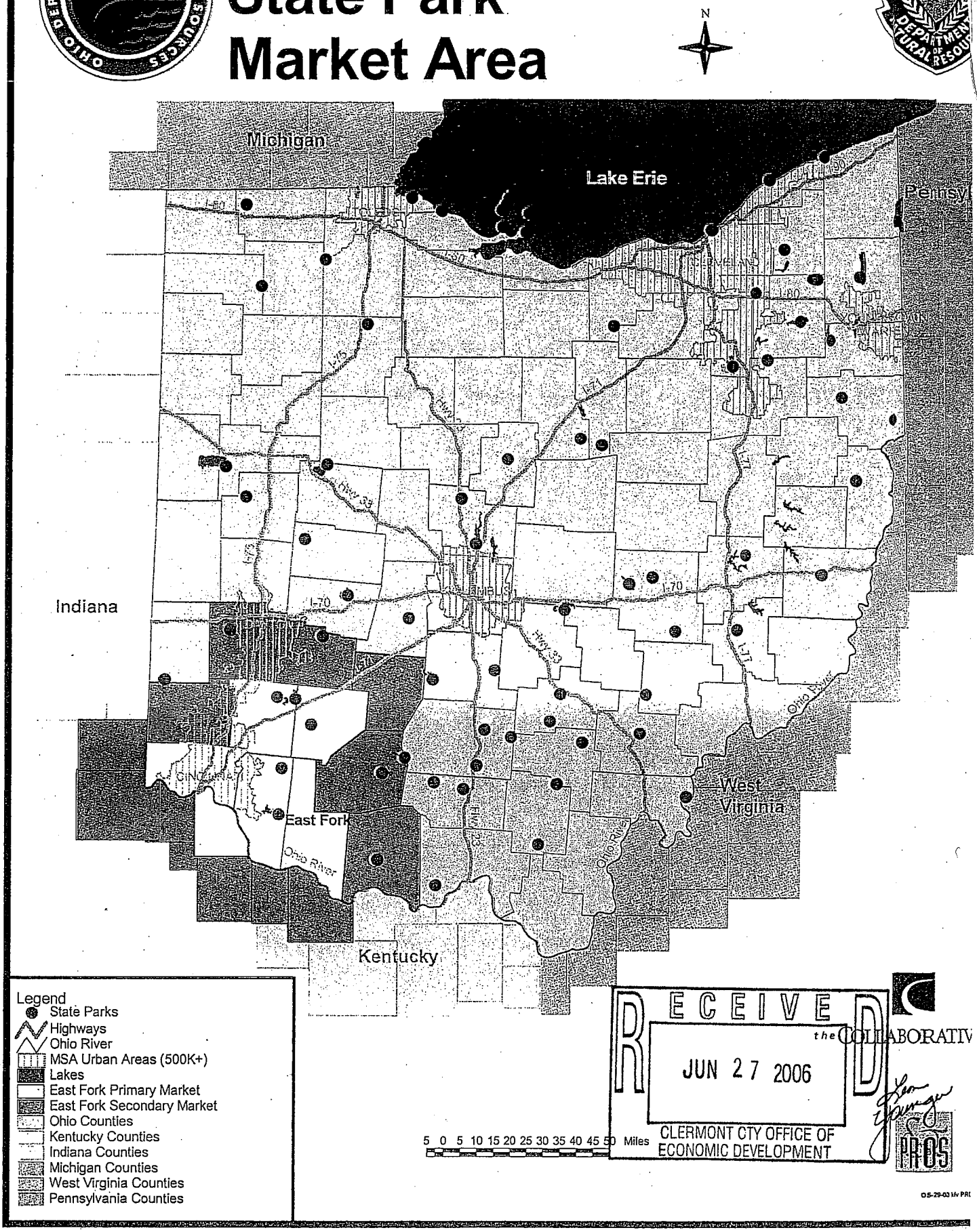
ATTACHMENT A

East Fork State Park Market Area



RECEIVED
JUN 27 2006
CLERMONT CTY OFFICE OF ECONOMIC DEVELOPMENT

the COLLABORATIV

PROS

05-29-03 Mr PRI

Ohio Department Natural Resources
Division of Parks and Recreation
LEVEL I
Site Evaluation for State Lodge/Resort

State Park Name East Fork

	Items	Parameters	Value		Rating	Weight	Score
Land Base	A. Land Available (Acreage)	4,500 Acres or more	5		5	45	225.00
		3,500-4,499 Acres	4				
		2,500-3,499 Acres	3				
		1,500-2,499 Acres	2				
		500-1,499 Acres	1				
		Less than 500 Acres	0				
	B. Water Available Acreage (Linear Miles)	1,100 Acres or more (200 Miles or more)	5		5	50	250.00
		900-1,099 Acres (150-199 Miles)	4				
		700-899 Acres (100-149 Miles)	3				
		500-699 Acres (50-99 Miles)	2				
		300-499 Acres (20-49 Miles)	1				
		Less than 300 Acres (Less than 20 Miles)	0				
	C. Contiguous Buildable Acres (2,500 ft minimum width)	400 Acres or more	5		5	20	100.00
		350-399 Acres	4				
		300-349 Acres	3				
		250-299 Acres	2				
		200-249 Acres	1				
		Less than 200 Acres	0				
	D. Programmable Acres (20% of Item A; Land Available)	900 Acres or more	5		5	10	50.00
		700-899 Acres	4				
		500-699 Acres	3				
		300-499 Acres	2				
		100-299 Acres	1				
		Less than 100 Acres	0				
	E. Utilities:				4	25	104.17
	Sanitary Service	Municipal System available within public R/W.	5	5			
		Treatment Plant available at park.	2.5				
		Not available.	0				
	Water Service	Municipal System available within public R/W.	5	5			
		Treatment Plant available at park.	2.5				
		Not available.	0				
	Natural Gas Service	Available within public R/W.	5	0			
		Not available.	0				

	Items	Parameters	Value		Rating	Weight	Score
Land Ba...	Electric Service	Available within public...	5	5			
		Not available.	0				
	Phone Service	Available within public R/W.	5	5			
		Not available.	0				
	Cable Service	Available within public R/W.	5	5			
		Not available.	0				
Market Area	A. Proximity to major metropolitan areas (Closest Metropolitan Statistical Areas (MSA) with more than 500,000)	Majority of MSA is within Primary Market Majority of MSA is within Secondary Market MSA is outside Secondary Market	3 2 1		3	30	90.00
	B. Population (In Primary and Secondary Market Areas)	4 Million or more 3-3.9 Million 2-2.9 Million 1-1.9 Million Less than 1 Million	5 4 3 2 1		3	25	75.00
	C. Population Change 1990-2000 (Average population percent change for Primary and Secondary Market Area)	9% or more 7-8.9% 5-6.9% 3-4.9% Less than 3%	5 4 3 2 1		5	15	75.00
	D. Demographics:				4	35	131.25
	Number of people between the age of 45-64. (In Primary and Secondary Market Areas)	800,000 or more 600,000-799,999 400,000-599,999 200,000-399,999 Less than 200,000	5 4 3 2 1	4			
	Number of households with children under 18 years of age. (In Primary and Secondary Market Areas)	450,000 or more 350,000-449,999 250,000-349,999 150,000-249,999 Less than 150,000	5 4 3 2 1	4			
	Number of people over the age of 25 with some college education or better. (In Primary and Secondary Market Areas)	550,000 or more 450,000-549,999 350,000-449,999 250,000-349,999 Less than 250,000	5 4 3 2 1	3			
	Number of households earning $50,000 or more. (In Primary and Secondary Market Areas)	550,000 or more 450,000-549,999 350,000-449,999 250,000-349,999 Less than 250,000	5 4 3 2 1	4			

	Items	Parameters	Value	Rating	Weight	Score
Access	A. Proximity to Highway (Interstate, Highway or State Route with 4 Lanes)	Less than 10 miles 10-14 Miles 15-19 Miles 20-24 Miles 24-29 Miles 30 or more miles	5 4 3 2 1 0	2	25	50.00
	B. Average 24 Hour Highway Traffic Volume (Nearest highway interchange)	45,000 or more 35,000-44,999 25,000-34,999 15,000-24,999 Less than 15,000	4 3 2 1 0	3	15	45.00
	C. Proximity to closest airport from list below. -Columbus -Toledo -Cincinnati -Dayton -Cleveland -Akron/Canton	Less than 25 miles 25-49 Miles 50-74 Miles 75-99 Miles 100 or more miles	4 3 2 1 0	4	5	20.00
			SUBTOTAL SCORE		300	1,215.42
Discretionary Points	At the discretion of ODNR, up to 25 additional points may be added to compensate for unique site features, amenities, etc. that may not be covered in the above criteria.	Comments:	5 4 3 2 1		5	0.00
Negative Discretionary Points	At the discretion of ODNR, up to 25 additional points may be subtracted to compensate for less desirable site features, amenities, etc. that may not be covered in the above criteria.	Comments:	-5 -4 -3 -2 -1		5	0.00
			TOTAL SCORE			1,215.42

Note: 852 or more points (60% of total) qualifies site for Level 2 evaluation.

Ohio Department of Natural Resources
Division of Parks and Recreation
LEVEL I
Southwest Region
Ranked Summary Sheet

Categories	Criteria Areas	Maximum Value	Weight	Master	Park Sites												
					Caesar Creek SW	East Fork SW	Buck Creek SW	Paint Creek SW	Heuston Woods** SW	Sycamore	Cowan Lake	Stonelick	Little Miami	Rocky Fork	Kiser Lake	John Bryan	Adams Lake
Landbase	A. Land Available (Acreage)	5	45	225.00	180.00	225.00	90.00	225.00	135.00	90.00	45.00	45.00	45.00	45.00	45.00	45.00	0.00
	B. Water Available (Acreage)	5	50	250.00	250.00	250.00	250.00	250.00	100.00	0.00	150.00	0.00	0.00	250.00	50.00	0.00	0.00
	C. Contiguous Buildable Acres	5	20	100.00	100.00	100.00	100.00	100.00	100.00	100.00	40.00	100.00	0.00	0.00	0.00	0.00	0.00
	D. Programmable Acres	5	10	50.00	40.00	50.00	20.00	50.00	30.00	20.00	10.00	10.00	10.00	10.00	10.00	10.00	0.00
	E. Utilities:	5	25	125.00	104.17	104.17	125.00	75.00	66.67	104.17	116.67	75.00	125.00	83.33	41.67	41.67	83.33
	SUBTOTAL SCORE			750.00	674.17	729.17	585.00	700.00	431.67	314.17	361.67	230.00	180.00	388.33	146.67	96.67	83.33
Market Area	A. Proximity to major metropolitan areas	3	30	90.00	90.00	90.00	60.00	30.00	60.00	90.00	60.00	90.00	90.00	30.00	60.00	90.00	30.00
	B. Population	5	25	125.00	100.00	75.00	75.00	50.00	100.00	75.00	75.00	75.00	100.00	50.00	75.00	75.00	25.00
	C. Population Change 1990/2000	5	15	75.00	75.00	75.00	75.00	75.00	45.00	45.00	60.00	75.00	75.00	75.00	75.00	75.00	60.00
	D. Demographics:	5	35	175.00	140.00	131.25	140.00	43.75	140.00	131.25	131.25	131.25	140.00	43.75	105.00	131.25	105.00
	SUBTOTAL SCORE			465.00	405.00	371.25	350.00	198.75	345.00	341.25	326.25	371.25	405.00	198.75	315.00	371.25	220.00
Access	A. Proximity to Highway	5	25	125.00	125.00	50.00	100.00	50.00	50.00	125.00	100.00	75.00	100.00	25.00	100.00	100.00	25.00
	B. Average 24 Hour Volume	4	15	60.00	30.00	45.00	45.00	15.00	30.00	45.00	0.00	60.00	45.00	15.00	45.00	0.00	0.00
	C. Proximity to Listed Airport	4	5	20.00	15.00	20.00	15.00	10.00	10.00	20.00	20.00	20.00	20.00	15.00	15.00	20.00	10.00
	SUBTOTAL SCORE			205.00	170.00	115.00	160.00	75.00	90.00	190.00	120.00	155.00	165.00	55.00	160.00	120.00	35.00
	TOTAL SCORE			1420.00	1249.17	1215.42	1095.00	973.75	866.67	845.42	807.92	756.25	750.00	642.08	621.67	587.92	338.33
	Discretionary Points	5	5	0.00	0.00	0.00	20.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Negative Discretionary Points	(5)	5	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	GRAND TOTAL SCORE			1420.00	1249.17	1215.42	1115.00	973.75	866.67	845.42	807.92	756.25	750.00	642.08	621.67	587.92	338.33

Note: 852 or more points (60% of total) qualifies site for Level 2 evaluation.
** Sites with existing lodges

9/22/2003

Ohio Department of Natural Resources
Division of Parks and Recreation
LEVEL II
Site Evaluation for State Lodge Resort

State Park Name East Fork

	Items	Parameters	Value	Rating	Weight	Score
Market Area	A. Number of business (In Primary Market Area - 50 or more employees)	3,000 or more 2,000-2,999 1,000-1,999 500-999 Less than 500	5 4 3 2 1	4	30	120.00
	B. Unemployment Rate (Average unemployment rate for Primary Market Area)	Higher than National Average by 4-5% Higher than National Average by 3-4% Higher than National Average by 2-3% Higher than National Average by 1-2% Lower than National Average	1 2 3 2 1	1	15	15.00
	C. Civilian Labor Force (Total labor force in Primary Market Area)	1.5 Million or more 1-1.49 Million 750,000-999,999 500,000-749,999 Less than 500,000	5 4 3 2 1	2	15	30.00
	D. Number of Shopping Destinations (In Primary Market Area)	20 or more 15-19 10-14 5-9 Less than 5	5 4 3 2 1	3	50	150.00
	E. Family Fun Destinations (In Primary Market Area)	30 or more 25-29 20-24 15-19 Less than 15	5 4 3 2 1	3	55	165.00
	F. Historical Attractions (In Primary Market Area)	11 or more 8-10 5-7 2-4 Less than 2	5 4 3 2 1	5	20	100.00
Partnerships	A. Public/Public Partnerships	Partnerships exist Potential for Partnerships exist No existing or potential Partnerships	5 3 0	3	20	60.00
	B. Public/Not-for-Profit Partnerships	Partnerships exist Potential for Partnerships exist No existing or potential Partnerships	5 3 0	3	15	45.00
	C. Public/Private Partnerships	Partnerships exist Potential for Partnerships exist No existing or potential Partnerships	5 3 0	0	30	0.00

9/17/2003

Competitors	A. Average occupancy rate for nearest state park lodge within adjacent and secondary counties,	65% or more 25-64% Less than 25%	3 2 1	2	5	10.00
	B. Other competitors within 10 mile radius (Mid-market hotels)	None 1-3 4 or More	3 2 1	3	15	45.00
	C. Other hotels within 10 mile radius (Economy, Upper Tier Hotels, Bed and Breakfasts)	Less than 3 3-8 9 or More	3 2 1	3	10	30.00
Site Features	A. Proximity to Major Water Feature (Lake Erie, Ohio River or Reservoirs over 5 000 acres)	On-Site Access to Water Feature 0-1 Miles 2-4 Miles 5-10 Miles Beyond 10 Miles	5 4 3 2 1	1	30	30.00
	B. Water: - Swimming - Motorized Boating over 10 hp. - Non-Motorized Boating - Fishing - Skiing - Beach Area - Personal Water Crafts - Pool - Snorkeling/Scuba Diving	8 or more Water Activities 6-7 Water Activities 4-5 Water Activities 2-3 Water Activities 1 Water Activities 0 Water Activities	5 4 3 2 1 0	4	50	200.00
	C. Natural Features: - Lakes - Streams - Ponds - Wetlands - Caves - Cliffs - Water Fall - Mature Forest	8 or more Natural Features 6-7 Natural Features 4-5 Natural Features 2-3 Natural Features 1 Natural Features 0 Natural Features	5 4 3 2 1 0	2	35	70.00
	D. Recreation Opportunities: - Hiking - Hunting - Horseback Riding - Picnicking - Boat Rentals - Canoe Rentals - Birdwatching - Bike Trails - Handicap Access. - Camping - Backpacking - Mountain Biking - Winter Sports - ATV Trails/Course - Rock Climbing - Nature Center - Historical Attraction	13 or more Recreation Activities 10-12 Recreation Activities 7-9 Recreation Activities 4-6 Recreation Activities 1-3 Recreation Activities 0 Recreation Activities	5 4 3 2 1 0	3	40	120.00
	E. Golfing (In Primary Market Area)	30 or more Golf Courses 25-29 Golf Courses 20-24 Golf Courses 15-19 Golf Courses 10-14 Golf Courses Less than 10 Golf Courses	5 4 3 2 1 0	3	35	105.00

Land Base	A. Soil Analysis of Contiguous Buildable Area	Slight (Soil conditions are generally favorable) Moderate (Soil conditions are not favorable but can be overcome) Severe (Soil conditions very unfavorable, significant increase in construction costs)	5 3 1	1	15	15.00
	B. Slope Analysis of Contiguous Buildable Area	0-5% 5-10% 10% or more	5 3 1	3	15	45.00
			SUBTOTAL SCORE		**500**	**1355.00**
Discretionary Points	At the discretion of ODNR, up to 25 additional points may be added to compensate for unique site features, amenities, special events, vehicular access, view sheds, etc. that may not be covered in the above criteria. (Contact local park ranger for listing of special events that draw visitors to the park)	Comments:	5 4 3 2 1		5	0.00
Negative Discretionary Points	At the discretion of ODNR, up to 25 additional points may be subtracted to compensate for less desirable site features, amenities, etc. that may not be covered in the above criteria.	Comments:	-5 -4 -3 -2 -1		5	0.00
			TOTAL SCORE			**1355.00**

Note: 1567 or more points (65% of total) qualifies site for consideration of further study and/or feasibility study.

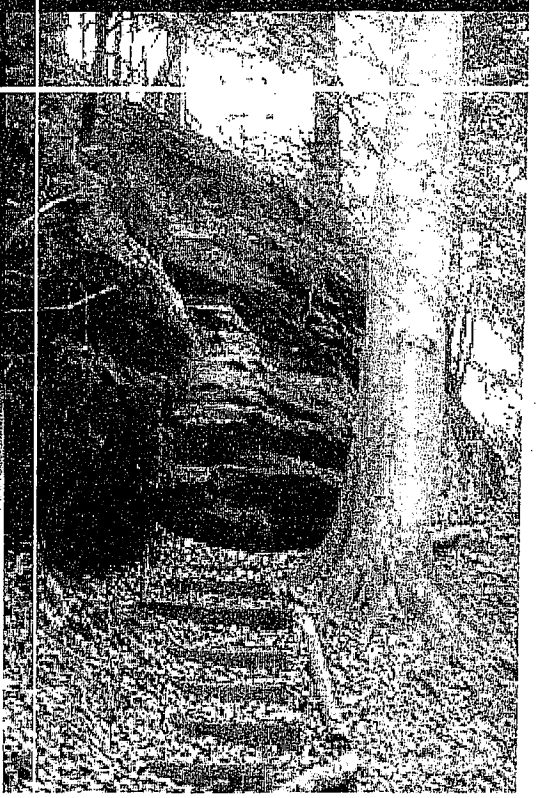
EXECUTIVE SUMMARY

DECEMBER 2003

GRAND LAKE ST. MARY'S AND STATEWIDE LODGE FEASIBILITY STUDY

MERCER COUNTY, OHIO AND STATEWIDE

PROJECT #DNR 736 730-01-007



SECTION 1:	
INTRODUCTION	p. 1
PROJECT TEAM	p. 2
PROCESS/CHRONOLOGY	p. 3
PROJECT PURPOSE, GUIDING PRINCIPLES, MISSION & VISION	p. 4
MARKET GUIDELINES AND TRENDS	p. 5-6
CRITERIA FOR A SUCCESSFUL RESORT LODGE	p. 7-9
DATA CENTERS/RESOURCES	p. 10-11
TARGET MARKET AREAS	p. 12-13
LEVEL I EVALUATION FORM	p. 14-20
LEVEL II EVALUATION FORM	p. 21-26
IN CONCLUSION	p. 27
SECTION 2:	APPENDIX

OHIO DEPARTMENT OF NATURAL RESOURCES

Division of Parks and Recreation
Grand Lake St. Mary's and Statewide Lodge Feasibility Study

INTRODUCTION

The Ohio Department of Natural Resources Division of Parks and Recreation wanted a method or process for evaluating each of their parks potential for a lodge. After eight months of research and development, a method was created. Called the "Management Model, it is a tool upon which ODNR can evaluate a parks potential for a lodge. This report is a record of how the Management Model was created and also gives an in depth look at the model itself.

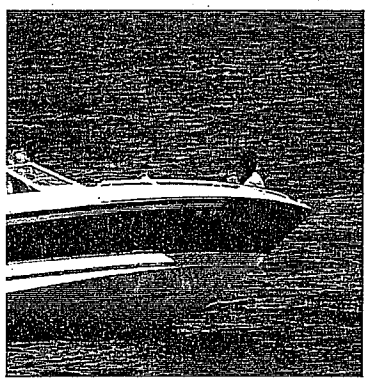
There are a total of seventy-four (74) state parks. The purpose of the Management Model was to help The Division of Parks and Recreation objectively respond to lodge inquiries from local constituent groups and legislative appeals. The evaluation process needed to be objective. In August, 2002, ODNR hired The Collaborative Inc (TCI) and Leon Younger and PROS to assist in the development of the Management Model. TCI and Leon Younger and PROS were also hired to evaluate each state park after the model was developed.

The Management Model was divided into two Levels to make the evaluation process manageable. Level I evaluated the potential for a lodge based primarily on the demographic profile within a fifty miles radius of the park. When a State Park passed Level I it moved onto Level II. A State Park had to obtain sixty percent (60%) of the total possible points in order to pass Level I. Level II, which had some elements of subjectivity, required a trip to the park to assist in the evaluation process. Elements evaluated in Level II focused on local attractions and potential partnerships. A park had to obtain sixty-five percent (65%) of the total possible points to pass Level II and proceed onto a detailed feasibility study.

Of the seventy-four (74) state park sites that were evaluated using the Management Model, ten (10) passed both Level I and II. The park sites that passed included:

- Caesar Creek
- Geneva
- Maumee Bay
- Lake Erie Islands
- Paymatuning
- East Harbor
- Hueston Woods
- Deer Creek
- Lake Milton
- West Branch

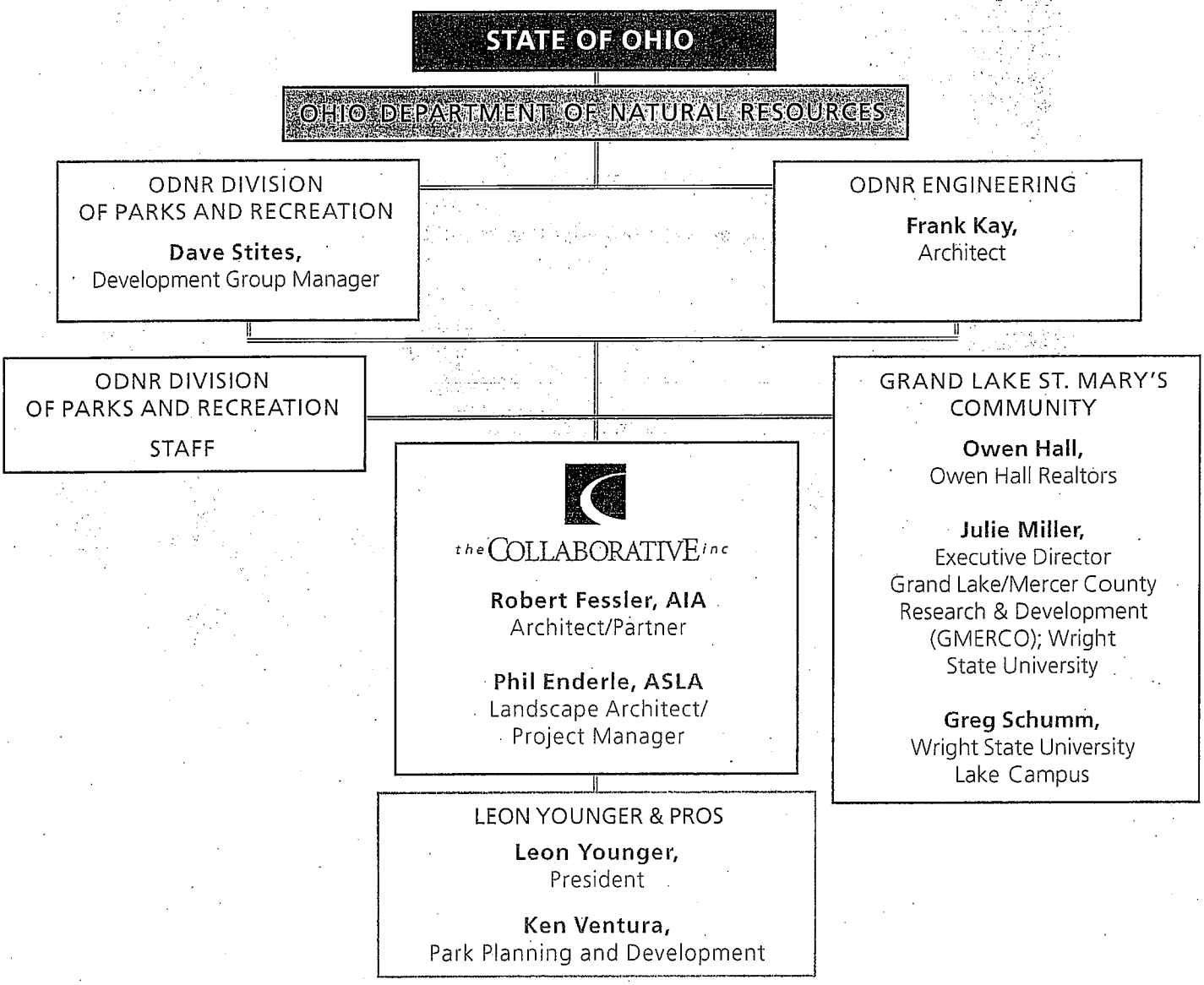
Documentation of the Level I and II review process is recorded in the "Grand Lake St. Marys and Statewide Lodge Feasibility Study Level I Review" and the "Grand Lake St. Marys and Statewide Lode Feasibility Study Level II Review".



the COLLABORATIVE inc

PROJECT TEAM

In the spirit of the Division of Parks and Recreation's vision to involve local communities in the decision making process, members of Grand Lake St. Mary's community were invited at key points in the process to give their input regarding the direction in which the Management Model was going. Frank Kay, ODNR Architect and Dave Stites, ODNR Division of Parks and Recreation Development Group Manager served as TCI's primary contact. Park and Lodge Managers provided valuable input into the development of the Management Model. The accompanying Team Chart depicts the project participants:



PROJECT PROCESS / CHRONOLOGY

The first phase of the development of the Management Model began, in earnest, September 2002. During this early phase of the project, members of The Collaborative Inc and Leon Younger & PROS did extensive research into market trends and began developing criteria for a lodge type facility. The process continued with meetings at key intervals in the process with members of ODNR and the Grand Lake St. Mary's community.

September 20, 2002: Members of The Collaborative Inc (TCI) and Leon Younger and PROS held an one day workshop at TCI's office. TCI and Leon Younger and PROS began assembling a preliminary list of criteria for a resort lodge.

October 10, 2002: TCI and Leon Younger and PROS held an one day workshop at TCI's office to refine the criteria and developed a rough draft of the Management Model.

November 21, 2002: The consultant team met with Frank Key and Dave Stites at ODNR's Columbus office to review a first draft of the management model.

December 16, 2002: The consultant team met with Frank Key, Dave Stites, and other key members of the Division of Parks and Recreation in Columbus. Key members of the Division of Parks and Recreation in attendance included, Dan West, Ron Kus and Lois Heinlen. The consultant team presented a summary of current market trends and a list of twenty-one (21) criteria for making a successful lodge. The consultant team also presented a refined version of the Management Model.

January 24, 2003: The project team met at Wright State University's Lake Campus located on the banks of Grand Lake St Marys to meet with key members of the Grand Lake community. Representing the Grand Lake Community included Owen Hall, Julie Miller, Greg Schumm and Craig Morton. The project team presented the findings to date relative to market trends, criteria for a successful lodge and a draft copy of the Management Model. It was agreed at the meeting the process was moving in the right direction and to move forward with the testing of the Management Model.

February, 2003: The Management Model was tested against the eight existing state park lodges and six state parks without lodges.

March 3, 2003: The project team met at the Lake Campus of Wright State University to review the testing results. Owen, Julie and Greg were present at the meeting. It was agreed at the meeting the Management Model left too much discretion to the reviewing and wasn't based enough on hard facts.

March – April, 2003: The consultant team modified the Management Model to run on data collected by reliable sources for each county. A second testing was performed on the same fourteen state park sites.

April 23, 2003: The consultant team met with Frank Kay and Dave Stites at ODNR's Columbus office to review the modifications of the Management Model and the results of the second testing. Ken Venture dazzled everyone with his demonstration of Archview and its capability to help in the evaluation process. The test results of the second testing were compared to the historical revenue data for each of the existing state park lodges. The results were favorable and the Model passed. With the help of Frank, the primary and secondary market for each state park was clearly delineated using county boarders.

May, 2003: The Management Model was slightly adjusted to compensate for the change in the primary and secondary market area for each state park. A third testing is done to ensure the model is working properly. The consultant team receives authorization to run all seventy-four (74) state parks through Level I.

July, 2003: A Level I review was performed on all seventy-four (74) state parks. Twenty-two (22) state parks passed Level I. The consultant team submits a report to ODNR entitled "Grand Lake St. Marys and Statewide Lodge Feasibility Study Level One Review".

August 6, 2003: The consultant team met with Frank and Dave to review the Level I report. In general ODNR was pleased with the report and authorized the running of Level II.

August - September 2003: A level II review was performed on the twenty-two (22) state park sites that passed Level I. Ken Venture visits seven (7) of the parks to collect data for the review. Ten parks passed Level II and qualified for a more in-depth feasibility study. During this time, a Level II review was conducted on Grand Lake St. Mary's State Park. The consultant team submitted a report to ODNR for the Level II review and the Grand Lake St. Mary's review.

September 30th, 2003: The project team met with Owen, Julie and Greg at the Lake Campus of Wright State University to review the Level I and II findings and to review the Grand Lake St. Marys evaluation report.

PROJECT PURPOSE

There were three primary objectives for the Grand Lake St. Mary's and Statewide Lodge Feasibility Study.

- Identify market trends in outdoor recreation.
- Develop guidelines for a self-sustaining lodge, i.e. revenue covers all capital and operating costs.
- Develop a management model to objectively evaluate the potential for a lodge resort at any of Ohio's seventy-four state parks.

GUIDING PRINCIPLES

Through dialog with members of ODNR, a list of guiding principles was generated early in the project process. These guiding principles helped to shape the Management Model.

1. The Management Model needs to be rooted in the Mission and Vision of ODNR and the Division of Parks and Recreation.
2. The criteria must be for a self-sustaining lodge.
3. The Management Model must be easy for ODNR's staff to understand and cost effective to operate.
4. The results must be based in factual date to diminish the level of subjectivity.

MISSION AND VISION

It was important to the success of the project that the Management Model be in tune with the Division of Parks and Recreation's Mission and Vision Statement. To the right, is a copy of the Division's mission and vision statement with key components highlighted which helped shape the Management Model.

Mission

*To produce an **outdoor recreational experience** for the Ohio State Park Visitors that **exceeds their expectations.***

Vision

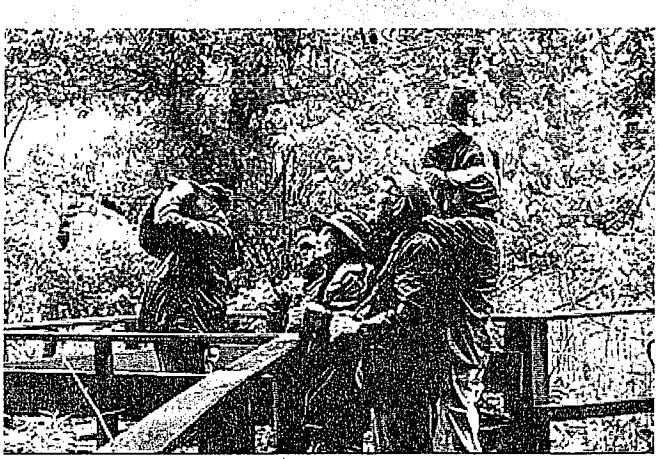
*The nationally recognized Ohio State Parks team is committed to service as **stewards of the state's most treasured natural resources** and tourism destinations. We will innovate, educate, collaborate, and lead, providing a high standard of quality with our **family oriented facilities,** services and programs. As ambassadors, we will reach out to **build partnerships,** involve our communities, and enrich the lives of Ohioans with fond memories of visits to Ohio State Parks. We will honor our rich natural and cultural heritage to ensure a lasting legacy which will feed the hopes and aspirations of all generations.*

These key components helped to shape the Management Model by placing emphases on family style recreation and entertainment, multiple venues, and memorable experiences. Maintaining as much of the natural setting as possible as a reflection of good stewardship. Looking for opportunities to partner with local agencies to help off-set capital and operating costs was also important.

MARKET GUIDELINES AND TRENDS

Before the Management Model could be developed it was important to understand what the market trends were and what impact they may have in the development of a successful resort lodge. Data was collected by researching through books, magazine articles, web sites and using the expertise of Leon Younger and PROS in developing a list of market trends. Having a good understanding of these trends helped to shape the Management Model.

A complete listing of resort market guidelines and trends is included on the following page.



MARKET GUIDELINES AND TRENDS

1. The majority of Resort Guests live within 100 miles or three hour drive. (1)

2. Approximately 50% of the nights sold are to guests attending meetings. (1,2,3)

3. Preference for lodge type accommodations increases as household size decreases and income level and age rises. (1)

4. Outdoor Recreation Participation Trends: (11)

Outdoor Adventure Activities	+34%
Fishing	-2%
Walking	+23%
Canoeing	-4%
Bicycling	+18%
Cabin Stay	-5%
Wellness and Fitness	+16%
Recreational Vehicle Camping	-5%
Special Events Attendance	+12%
Golf	-8.8%
Swimming	+9%

5. State Lodges should anticipate selling 90 nights per year for every 10,000 population. (1)

6. Family Trips account for 72% of all vacations in 1998. (2)

7. 60% of the families indicated that their children played an influential role in selecting their destination. (2)

8. Boomers (38-56 years of age) are healthier, wealthier and expected to live longer and enjoy more years of retirement than any generation before it. Boomers have a tendency to spend. (2)

9. Gen X-ers (24-37 years of age) are looking for experience and entertainment oriented vacations. (2)

10. Gen Y-ers (7-23 years of age) embody the optimism and idealism that boomers hold dear. Focus on the family and religious values. Look for a surge in younger marriages and bigger families. They don't mind spending extra if they get a high-quality vacation. (2,6)

11. Special Events as an industry are becoming more popular every year. 21% of US adults attend a festival while on a trip away from home (100 miles or more). (3)

12. Shopping is one of the most important elements of the travel experience for US residents. (3)

13. Nature-based travelers are between the ages of 45 and 54, and 82% are college graduates. The majority (60%) of these travelers enjoy the outdoors with their significant other. (3)

14. Universal among every segment of the population is the lack of time. As a result, consumers are more willing than ever to trade dollars for time. (2)

15. Americans are vacationing closer to home with 3.5 hours being the optimal travel time. (2)

16. Today's resort consumers are willing to spend more for superior service. Resorts that provide the greatest experience in the most convenient manner will thrive. (2)

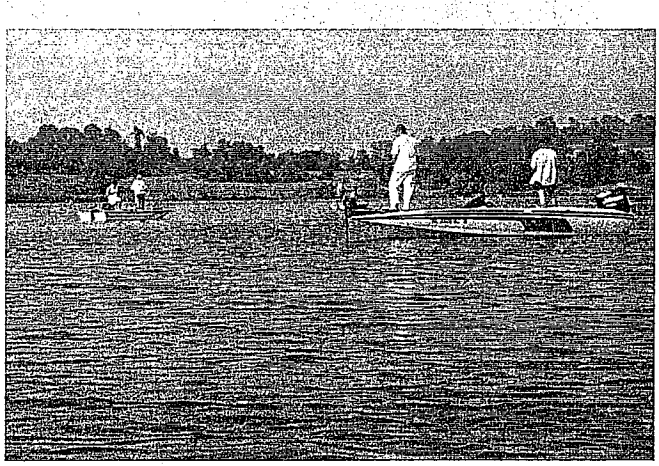
17. In 1999, 79% of travel expenditures were focused on the Northeast, Central, and Southwest regions of the state. (3)

CRITERIA FOR A SUCESSFUL RESORT LODGE

A guiding principle of the project was to develop a prototype model of a successful lodge. Successful was defined as being "self-sustaining", i.e. revenue needed to cover all capital and operating expenses. Developing a prototype model required a significant amount of research. Over a 3 month time span the consultant team was able to develop a list of twenty-one (21) criteria for a successful lodge. The criteria was created using references such as:

- Park Planning Guidelines
- Recreation, Park, and Open Space Standards and Guidelines
- Ohio Division of Travel and Tourism
- Lodging News, 2001-2002
- Faces of the New Millennium
- Geneva State Park Lodging Development Study
- Maumee Bay State Park
- ODNR, Division of Parks and Recreation
- USDOT, Bureau of Transportation Statistics
- Four Seasons Resort
- American Sports Data
- Leon Younger and PROS Experience

A listing of the twenty-one (21) criteria is included on the following pages.



CRITERIA FOR A SUCCESSFUL RESORT LODGE

Criteria 1
Land base of 1700 acres +/- (80% reserved for conservation and natural resource management). 350 acres of developable land. 1000 acres minimum for programming. (5, 7, 11)

25 acres for Lodge
150 acres for Golf Course
100 acres for Camping
25 acres for Cabins
50 acres for Miscellaneous (Beach, Marinas, Roads, etc.)

Criteria 2
800 acres of water surface. (4)

Criteria 3
Diverse or unique natural resources, i.e. lakes, streams, marshes, flora, fauna, and topography. (1)

Criteria 4
Minimum 200 rooms, 250-300 ideal. 60% Queen, 40% King, a percentage of the lodge rooms would provide kids suites. (2, 11)

Criteria 5
Quality food service that can serve breakfast, lunch, and dinner, cater retreats and banquets with concessions onsite. (11)

Criteria 6
Municipal Utility Service. (9)

Criteria 7
65% occupancy in order to cover all operating and capital costs. (11)

Criteria 8
A large number of amentities to keep visitors a minimum of two days with a three day goal. (11)

Criteria 9
Minimum four (4) products for each demograhic group. (11)

Criteria 10
All income levels can be served. (11)

Criteria 11
Natural Areas on site are utilized to their highext level of productivity without diminishing the resource. (11)

Criteria 12
The type of indoor and outdoor amentities ideall include: (11)

- Wellness/Fitness Space 500 sf Minimum - 1,000 sf, ideally, with TV's.
- Hot Tub - 20+ people.
- Indoor Pool - 100 Capacity, 3'-10' depth.
- Outdoor Pool - 250 Capacity minimum with Hot Tub.
- Outdoor Pool conversation area.
- Golf Course - 18 hole, above average difficulty level, located on site. (2,11)
- Walking Trails - two to five miles.
- Access to water - boating, canoeing, fishing.
- Recreational Vehicle Camping - minimum 100.
- Cabins - 15 minimum - sleep 6-8 with more than one up to 10.
- Retreat Space - 4 rooms minimum, Size - 800 sf each room, Banquet Space for 200.
- Large Playground that can service 2 - 10 year olds.

CRITERIA FOR A SUCESSFUL RESORT LODGE (CONTINUED)

- 240 acre land minimum. 400 acre ideal, with 150 acres for golf, 25 acres for lodge and parking.
- Outdoor Adventure Space for youth and adult day camps. Family activities, i.e. skateboard, basketball, fishing, mountain biking.
- Special Event Space for on site festivals that can serve up to 3,000 people for a one-day event. 20 acres minimum.
- Marina for dockage and rental of pontoon craft, ski boats, saddle boats, 200 slips / courtesy dock for 20 craft.
- Video Arcade Room - 10 machines.
- Adult Lounge - 1500 sf.
- Small Store for food and personal needs - 1000 sf.
- 6 Shelters - 100 person per with softball, restrooms, playground and volleyball space
- Beach Space - 100 yards long, minimum.

Criteria 13
The core businesses on site are able to hold users to the desired length of stay.

Criteria 14
The Customer Service and Product Services are of the highest quality while pricing those products and services to the benefits people receive. (11)

Critera 15
Park staff are excellent managers and programmers. (11)

Criteria 16
Image exceeds expectations, Good View Sheds. (1, 11)

Criteria 17
Destination Location with a 300 mile appeal and Local Support. (11)

Criteria 18
Appropriate Performance Measures: (11)

- Revenues exceed expenses.
- Customer satisfaction rates are 95%+.
- Customer Retention is at 70% on return visits within two years.
- The cost per visitor investment is meeting or exceeding the feasibility study recom mendations as it applies to user spending at each cost center.
- The drawing power of the Resort is within a targeted drive time of 100 miles.
- 50% of guests spend at least two (2) days and 20% spend three (3) or more days.
- Capacity levels are met at 70% in prime times and 45% in non-prime times at all cost centers.
- Staff retention is high at 75% and use of sick leave time is less than 3%.
- The maintenance staffing levels of total budget do not exceed 38%.

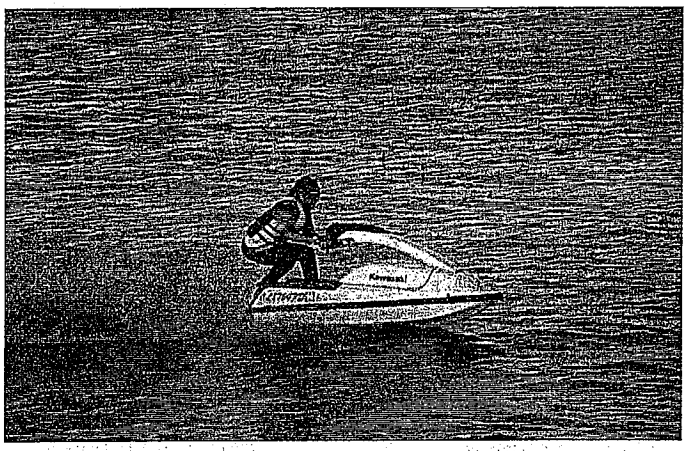
Criteria 19
Right mix of retail, entertainment, and active use of programs and facilities on site. (11)

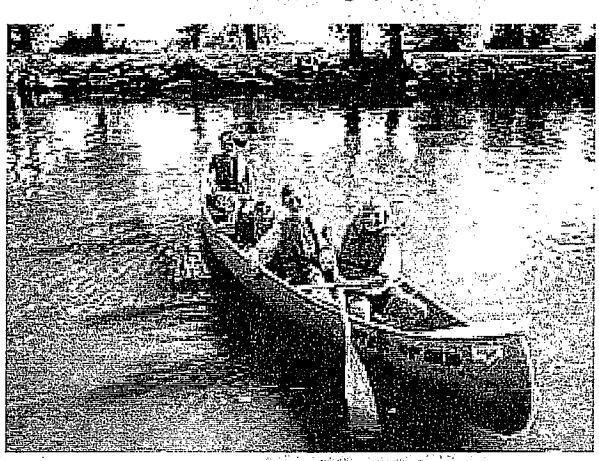
Criteria 20
Two (2) or three (3) signature facilities, ie. marina, golf course, family cultural center, trails, outdoor adventure area, nature center, pool, etc. (11)

Criteria 21
Fun, educational, customer friendly; balance in everything is the key to success. Approximately 41% of visitors to Ohio's resorts were repeat visitors. (2, 11)

DATA CENTERS / RESOURCES

In order for the evaluation process to be objective, it was important the data used in the site evaluate be obtained from reliable resources. Data resources included the U.S. Census Bureau, Ohio Tourism, Ohio Labor Market Information, Ohio Golf Owners Association, ODOT, and the Ohio Historical Society. These resources were found to be creditable and the information was easily obtained from there respective web pages. The data was collected on a county by county basis. A listing of the data resources and their associated web page address is included on the following page.





Ohio Department of Natural Resources
Division of Parks and Recreation
Grand Lake St. Mary's Lodge/Statewide Feasibility Study
County Resource Data Centers

May 27, 2003

Data	Data Center	Website
Population	U.S. Census	www.Census.gov
People between 45-64 years of age.	U.S. Census	www.Census.gov
Households with individuals under 18 years of age.	U.S. Census	www.Census.gov
People over age 25 with Bachelor's degree or higher.	U.S. Census	www.Census.gov
Households earning $50,00 or more.	U.S. Census	www.Census.gov
Population Change 1990-2000	U.S. Census	www.Census.gov
Shopping Destinations (Ohio)	Ohio Tourism	www.OhioTourism.com
Family Fun Destinations (Ohio)	Ohio Tourism	www.OhioTourism.com
Shopping Destinations (Indiana)	Indiana Tourism	www.IN.gov
Family Fun Destinations (Indiana)	Indiana Tourism	www.IN.gov
Shopping Destinations (Michigan)	Michigan Travel	www.Travel.Michigan.org
Family Fun Destinations (Michigan)	Michigan Travel	www.Travel.Michigan.org
Shopping Destinations (Kentucky)	Kentucky Tourism	www.KYtourism.com
Family Fun Destinations (Kentucky)	Kentucky Tourism	www.KYtourism.com
Shopping Destinations (Pennsylvania)	Pennsylvania Travel	www.experiencepa.com
Family Fun Destinations (Pennsylvania)	Pennsylvania Travel	www.experiencepa.com
Shopping Destinations (West Virginia)	West Virginia Travel	www.CAllWVA.com
Family Fun Destinations (West Virginia)	West Virginia Travel	www.CAllWVA.com
Golf Courses (Ohio)	Ohio Golf Course Owners Association (OGCOA)	www.BuckeyeGolf.com
Golf Courses (Indiana)	Indiana Golf Association	www.IndianaGolf.org
Golf Courses (West Virginia)	West Virginia Golf Association	www.WVGA.org
Golf Courses (Michigan)	Michigan Golf Course Owners Association (MGCOA)	www.MGCOA.org
Golf Courses (Kentucky)	Kentucky Golf Association	www.kygolf.org
Golf Courses (Pennsylvania)	Pennsylvania Golf Course Owners	www.GolfinPA.com
Historical Sites (Ohio)	The Ohio Historical Society	www.OhioHistory.org
Historical Sites (Indiana)	Indiana Tourism	www.IN.gov
Historical Sites (Michigan)	Michigan Travel	www.Travel.Michigan.org
Historical Sites (Kentucky)	Kentucky Historical Society	www.kyhistory.org
Historical Sites (Pennsylvania)	Pennsylvania Travel	www.experiencepa.com
Historical Sites (West Virginia)	West Virginia Travel	www.CAllWVA.com
Ohio Unemployment Rate	Labor Market Information	www.LMI.State.OH.US
Indiana Unemployment Rate	Labor Market Information	www.IN.gov
Michigan Unemployment Rate	Labor Market Information	www.MichLMI.org
Kentucky Unemployment Rate	Labor Market Information	www.desKY.org
Pennsylvania Unemployment Rate	Labor Market Information	www.dli.state.pa.us
West Virginia Unemployment Rate	Labor Market Information	www.State.WV.us
Civilian Labor Force 16 years of age and over - Ohio	Labor Market Information	www.LMI.State.OH.US
Civilian Labor Force 16 years of age and over - Indiana	Labor Market Information	www.IN.gov
Civilian Labor Force 16 years of age and over - Michigan	Labor Market Information	www.MichLMI.org
Civilian Labor Force 16 years of age and over - Kentucky	Labor Market Information	www.desKY.org
Civilian Labor Force 16 years of age and over - Pennsylvania	Labor Market Information	www.dli.state.pa.us
Civilian Labor Force 16 years of age and over - West Virginia	Labor Market Information	www.State.WV.us

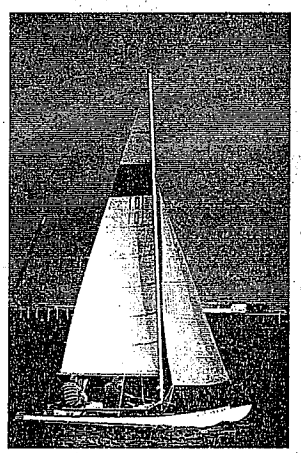
MARKET AREA

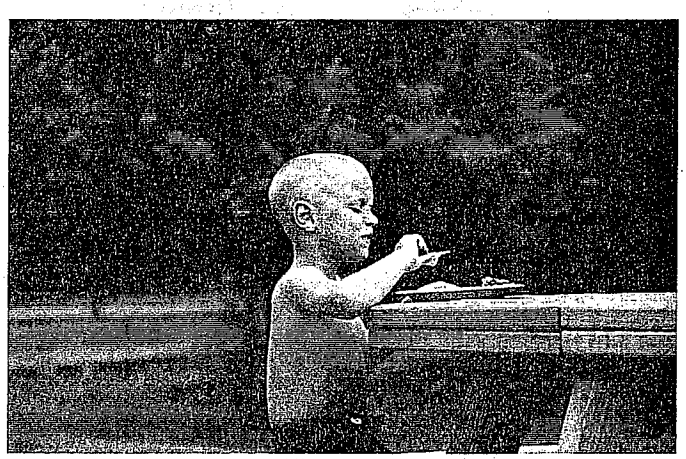
The market area for each park site was divided into a primary and secondary market. Do to the fact the evaluation data was available on a county by county basis, it was important the market areas follow this same format. With input from ODNR, the primary and secondary market area for each state park was defined. The counties in closest proximity to the park, or counties within twenty-five miles of the park were classified as the primary market area.

The secondary market was defined by those counties immediately adjacent to the primary market counties.

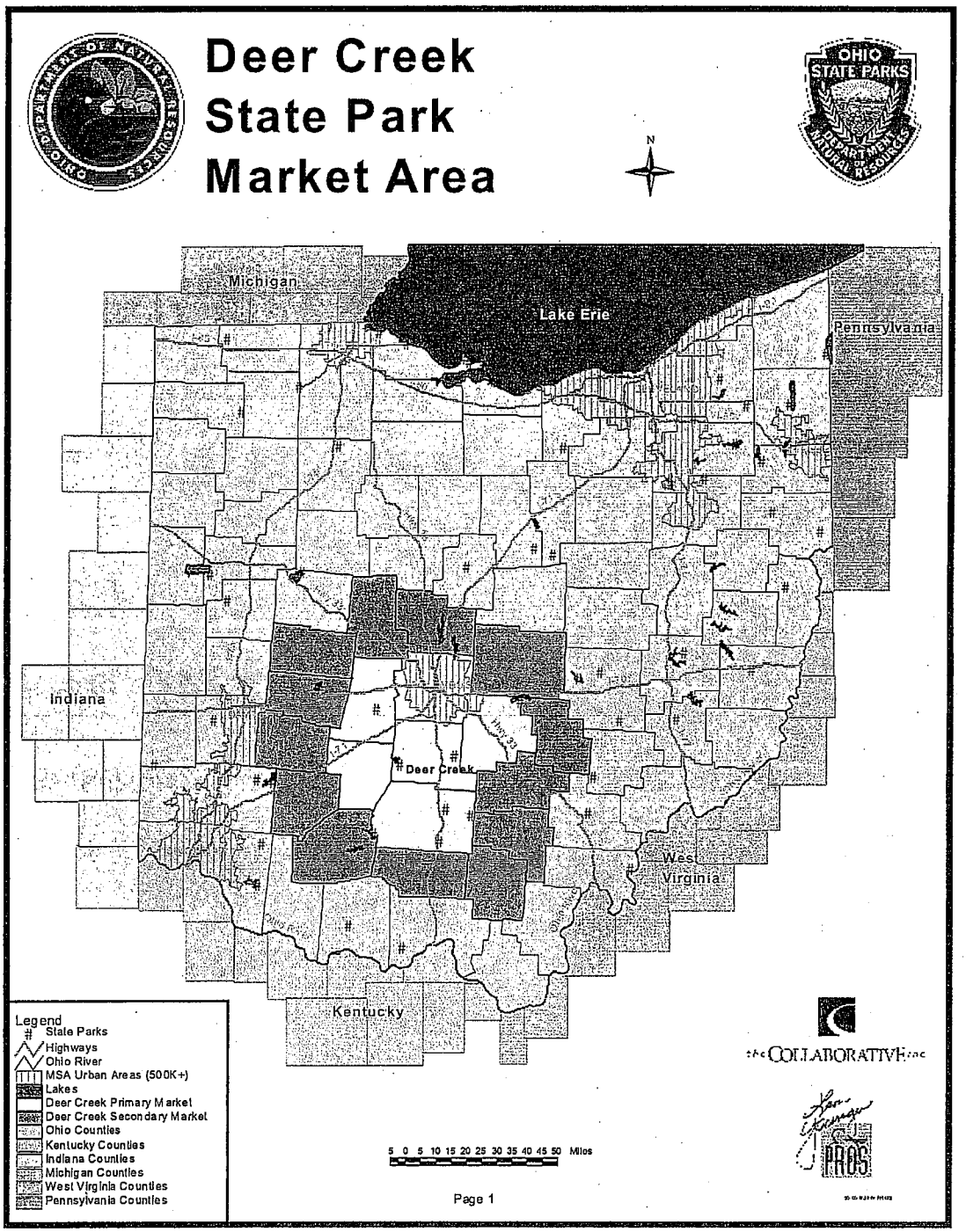
Level I review which focused primarily on demographics used data form both the primary and secondary markets. Level II which focused on area attractions used data only from the Primary Market.

A map of a typical market is included on the next page. The example shows the primary and secondary market for Deer Creek State Park.





New Thinking Process



Target Market Using Counties

LEVEL I EVALUATION FORM

To make the site evaluation process manageable, the Management Model was divided into two levels. Level I evaluated a site's potential by using data that was readily available and required a limited amount of time and resources to evaluate the site. Level II review was more site specific and required a little more research. To the right is a reduced copy of the Level I evaluation form. A full size copy is included in the appendix. The parameters for each criterion were established through some degree of trial and error. The Management Model was run through three tests before it was approved by ODNR. With each test the consultant team gained valuable input and adjusted the parameters accordingly. To pass Level I a site needed to obtain sixty percent (60%) of the total points available. Weight values were assigned to each of the criteria based on the importance the criteria added to the success of a resort lodge. The criteria was grouped into three major categories, Land Base, Market Area, and Access. A full description of each of the criteria is outlined on the following pages.

Ohio Department of Natural Resources
Division of Parks and Recreation
LEVEL I
Site Evaluation for State Lodge/Resort

State Park Name _____

	Items	Parameters	Value	Rating	Weight	Score
Land Base	A. Land Available (Acreage)	4,500 Acres or more 3,500-4,499 Acres 2,500-3,499 Acres 1,500-2,499 Acres 500-1,499 Acres Less than 500 Acres	5 4 3 2 1 0	5	45	225.00
	B. Water Available (Acreage in Area)	1,100 Acres or more (200 Miles or more) 900-1,099 Acres (150-199 Miles) 700-899 Acres (100-149 Miles) 500-699 Acres (50-99 Miles) 100-499 Acres (20-49 Miles) Less than 100 Acres (less than 20 Miles)	5 4 3 2 1 0	5	50	250.00
	C. Contiguous Buildable Acres (2,500 is minimum width)	400 Acres or more 350-399 Acres 300-349 Acres 250-299 Acres 200-249 Acres Less than 200 Acres	5 4 3 2 1 0	5	20	100.00
	D. Programmable Acres (10% of Item A. Land Available)	800 Acres or more 700-899 Acres 500-699 Acres 300-499 Acres 100-299 Acres Less than 100 Acres	5 4 3 2 1 0	5	10	50.00
	E. Utilities:					
	Sanitary Service	Municipal System available within public R/W Treatment Plant available at park Not available	5 5 2 5 0	5	25	125.00
	Water Service	Municipal System available within public R/W. Treatment Plant available at park Not available	5 5 2 5 0			
	Natural Gas Service	Available within public R/W. Not available.	5 5 0			
	Electric Service	Available within public R/W Not available.	5 5 0			
	Phone Service	Available within public R/W Not available	5 5 0			
	Cable Service	Available within public R/W Not available	5 5 0			
Market Area	A. Proximity to major metropolitan areas (Closest Metropolitan Statistical Area (MSA) in mile from 1990 USC)	Majority of MSA is within Primary Market Majority of MSA is within Secondary Market MSA is outside Secondary Market	3 2 1	5	30	90.00
	B. Population (in Primary and Secondary Market Areas)	4.500,000 or more 3.5-3.9 Million 2.5-3.4 Million 1.5-2.4 Million Less than 1.5 Million	5 4 3 2 1	5	25	125.00
	C. Population Change 1990-2000 (Average population percent change for Primary and Secondary Market Areas)	9% or more 7-8.9% 5-6.9% 3-4.9% Less than 3%	5 4 3 2 1	5	15	75.00
	D. Demographics:					
	Number of people between the age of 25-64. (in Primary and Secondary Market Areas)	500,000 or more 450,000-499,999 400,000-449,999 300,000-399,999 Less than 300,000	5 5 4 3 2 1	5	35	175.00
	Number of households with children under 18 years of age. (in Primary and Secondary Market Areas)	450,000 or more 350,000-449,999 250,000-349,999 150,000-249,999 Less than 150,000	5 5 4 3 2 1			
	Number of people over the age of 25 with some college education or better. (in Primary and Secondary Market Areas)	550,000 or more 450,000-549,999 350,000-449,999 250,000-349,999 Less than 250,000	5 5 4 3 2 1			
	Number of households earning $50,000 or more. (in Primary and Secondary Market Areas)	550,000 or more 450,000-549,999 350,000-449,999 250,000-349,999 Less than 250,000	5 5 4 3 2 1			
Access	A. Proximity to Highway (Nearest Public Highway or State Route with a Level)	Less than 10 Miles 10-14 Miles 15-19 Miles 20-24 Miles 25-29 Miles 30 or more miles	5 4 3 2 1 0	5	25	125.00
	B. Average 24 Hour Highway Traffic Volume (Nearest highway interchange)	35,000 or more 35,000-44,999 25,000-34,999 15,000-24,999 Less than 15,000	4 3 2 1 0	4	15	60.00
	C. Proximity to closest airport from list below. •Columbus •Toledo •Cincinnati •Dayton •Cleveland •Akron/Canton	Less than 25 miles 25-49 Miles 50-74 Miles 75-99 Miles 100 or more miles	4 3 2 1 0	4	5	20.00
		SUBTOTAL SCORE			300	1,420.00
Discretionary Points	At the discretion of ODNR, up to 25 additional points may be added to compensate for unique site features, amenities, etc. that may not be covered in the above criteria	Comment:	5 4 3 2 1		5	0.00
Negative Discretionary Points	At the discretion of ODNR, up to 25 additional points may be subtracted to compensate for less desirable site features, amenities, etc. that may not be covered in the above criteria	Comment:	-5 -4 -3 -2 -1		5	0.00
		TOTAL SCORE				1,420.00

Note: 852 or more points (60% of total) qualifies site for Level 2 evaluation.

LEVEL 1 DESCRIPTIONS

Land Available: Ideally a resort lodge needs to have a minimum of 1,700 acres in order to provide a wide assortment of recreation venues while at the same time respecting the natural environment. Due to the importance of land availability, fifteen percent (15%) of the total weight value was assigned to this criterion.

	Items	Parameters	Value	Rating	Weight	Score
Land Base	A. Land Available (Acreage)	4,500 Acres or more	5	5	45	225.00
		3,500-4,499 Acres	4			
		2,500-3,499 Acres	3			
		1,500-2,499 Acres	2			
		500-1,499 Acres	1			
		Less than 500 Acres	0			

Water Available: Water plays an important role in the overall enjoyment of a park site. According to Park Planning Guidelines, boat horsepower limitations should be considered on bodies of water less than 800 acres. Therefore, park sites that have bodies of water over 800 acres can provide a greater venue of water type activities. This criterion received the highest weight value of 16.7%.

	B. Water Available Acreage (Linear Miles)	1,100 Acres or more (200 Miles or more)	5	5	50	250.00
		900-1,099 Acres (150-199 Miles)	4			
		700-899 Acres (100-149 Miles)	3			
		500-699 Acres (50-99 Miles)	2			
		300-499 Acres (20-49 Miles)	1			
		Less than 300 Acres (Less than 20 Miles)	0			

Contiguous Buildable Acres: In order to provide convenience to resort visitors, the more consolidated the amenities, the better. A resort needs approximately 350 acres of developable land. Using Maumee Bay State Park's layout as the model, park sites that had over 350 developable acres with a minimum width of 2,500 l.f. received high scores. This criterion received a weight value of six and one half percent, (6.5%)

	C. Contiguous Buildable Acres (2,500 ft minimum width)	400 Acres or more	5	5	20	100.00
		350-399 Acres	4			
		300-349 Acres	3			
		250-299 Acres	2			
		200-249 Acres	1			
		Less than 200 Acres	0			

Programmable Acres: According to Recreation, Park and Open Space Standards and Guidelines, only 20% of the available land should be used for recreation development. The remaining 80% should be set aside for conservation and natural resource management. The parameters were established by taking 20% of the acreages established under Land Available.

	D. Programmable Acres (20% of Item A; Land Available)	900 Acres or more	5	5	10	50.00
		700-899 Acres	4			
		500-699 Acres	3			
		300-499 Acres	2			
		100-299 Acres	1			
		Less than 100 Acres	0			

LEVEL 1 DESCRIPTIONS (CONT.)

Sanitary Service: Ideally, according to ODNR, resort lodge facilities would be serviced vie municipal sewer systems. While this may not always be possible, some park sites have their own treatment plant, in which case a lower score was given to that park. Park sites with no municipal service or treatment plant received zero (0) points. To simplify the evaluation process, all weighted value for each utility was grouped together for a combined weighted value of 8.3%

Water Service: Similar to Sanitary Service, ODNR prefers resort lodge facilities be serviced by a municipal water system. While this may not be always possible, some park sites have their own water treatment plant, in which case a lower score was given to that park. Park sites with no water treatment plant received zero (0) points given to that park. Park sites with no water treatment plant would receive zero (0) points.

Natural Gas Service: ODNR prefers using natural gas available through a local supplier in lieu of propane. Sites with natural gas available within the public right of way received high scores. If a site had no natural gas service, the site received zero (0) points

Electrical and Phone Service: This service is either available or not. Sites that had these services within the public right of way received the total points available. Sites without electrical or phone service received no points.

Cable Service: Due to the importance of serving the business industry, resort lodges need to provide ports for data connections. Sites with cable service available within the public right of way received a score of five (5). Sites without data service receive a score of zero (0).

	E. Utilities:						
	Sanitary Service	Municipal System available within public R/W. Treatment Plant available at park. Not available.	5 2.5 0	5	5	25	125.00
	Water Service	Municipal System available within public R/W. Treatment Plant available at park. Not available.	5 2.5 0	5			
	Natural Gas Service	Available within public R/W. Not available.	5 0	5			
	Electric Service	Available within public R/W. Not available.	5 0	5			
	Phone Service	Available within public R/W. Not available.	5 0	5			
	Cable Service	Available within public R/W. Not available.	5 0	5			

LEVEL 1 DESCRIPTIONS (CONT.)

Proximity to Metropolitan Areas: Due to the need to attract year round use, it is important for a park site to be located in close proximity to a major metropolitan statistical area (MSA). Major MSA were defined as having over 500,000 people, approximately the size of Toledo, Ohio. The closer the major MSA to the park site the better. A park site with a major MSA within its primary market area received the total points available. A major MSA within a secondary market received fewer points. A major MSA outside the secondary market received the least amount of points. This criteria received a weighted value of ten percent (10%).

Market Area	A. Proximity to major metropolitan areas (Closest Metropolitan Statistical Areas (MSA) with more than 500,000)	Majority of MSA is within Primary Market Majority of MSA is within Secondary Market MSA is outside Secondary Market	3 2 1	3	30	90.00
	B. Population	4 Million or more	5			

Population: Using an estimated capture rate of 130 nights sold per year for every 10,000 population living within a 50 mile radius, a 200 room lodge filled at 65% capacity would require a population of 3,650,000. The parameters for evaluating the population figures are divided into five categories with four million or more population receiving the highest marks. The population figure for each county is based on 2000 U.S. Census Data. The population figures for both the primary and secondary market area was included in the evaluation. This criterion received a weight value of 8.3%

B. Population (In Primary and Secondary Market Areas)	4 Million or more 3-3.9 Million 2-2.9 Million 1-1.9 Million Less than 1 Million	5 4 3 2 1	5	25	125.00

Population Change: The population change (1990-2000) varies widely among the eighty-eight Ohio counties, from an increase of 64.3% to -8.0%. The average among the counties is 7.0%. Using this as a benchmark, the park sites that saw an increase in population within their primary and secondary markets received high scores. The park sites that experienced below the benchmark, receive fewer points. This criterion received a weight value of 5%.

C. Population Change 1990-2000 (Average population percent change for Primary and Secondary Market Area)	9% or more 7-8.9% 5-6.9% 3-4.9% Less than 3%	5 4 3 2 1	5	15	75.00

Number of people between the age of 45-64: As a person's age increases, the preference for lodge type accommodations also increases. Nature-based travelers are typically between the ages of 45 and 54. With this in mind, it was important to factor this age group into the evaluation process. Park sites that have an older population base living within their primary and secondary market should out perform park sites with a smaller older adult population base. Due to the fact that each of the four demographic criteria had equal importance, the weighted value for each criterion was combined for a weight value of 11.7%.

Number of households with children under the age of 18: A key component to ODNR Division of Parks and Recreation's vision is the desire to provide family oriented facilities. Market areas having a high number of households should have a better potential for succeeding. According to the U.S. Census Bureau, the State of Ohio has 4.5 million households with 2.5 people per household. Dividing the ideal population base (3,650,000) by the number of people per household (2.5) equates to 1,460,000 households. 34.5% of Ohio's households have individuals under the age of 18. For a park site to have a strong potential, it's market area would need approximately 500,000 households with individuals under the age of 18.

Number of people over the age of 25 with some college education for better: Eighty-two percent (82%) of nature-based travelers are college graduates. With ODNR's mission focused towards outdoor recreation and stewards of Ohio's natural resources, it was important to analysis the market of college graduates. Using data from the U.S. Census Bureau, person's with some college education or higher over the age of twenty-five (25) represents 31% of Ohio's total population. The higher the ratio of college educated citizens living within the market area, the likelihood of a lodge succeeding increases. Using a bench mark of 31% or 1,131,500 citizens, the park sites that exceeded the bench mark received higher scores. (Note: after testing and evaluating the results, it was determined the benchmark was too high, and to lower the parameter figures).

Number of Households earning $50,000 or more: According to the Geneva State Park Lodge Development Study, preference for lodge type accommodations increases as income rises. According to the U.S. Census Bureau, there are 40.2% of the total number of households in Ohio earn $50,000 or more. For a park site to have a potential for a lodge facility, there needs to be approximately 1.5 million households in the market area. Using 40.2% as the benchmark, approximately 600,000 households earning $50,000 or more living within the market area would be ideal.

D. Demographics:						
Number of people between the age of 45-64. (In Primary and Secondary Market Areas)	800,000 or more 600,000-799,999 400,000-599,999 200,000-399,999 Less than 200,000	5 4 3 2 1	5	5	35	175.00
Number of households with children under 18 years of age. (In Primary and Secondary Market Areas)	450,000 or more 350,000-449,999 250,000-349,999 150,000-249,999 Less than 150,000	5 4 3 2 1	5			
Number of people over the age of 25 with some college education or better. (In Primary and Secondary Market Areas)	550,000 or more 450,000-549,999 350,000-449,999 250,000-349,999 Less than 250,000	5 4 3 2 1	5			
Number of households earning $50,000 or more. (In Primary and Secondary Market Areas)	550,000 or more 450,000-549,999 350,000-449,999 250,000-349,999 Less than 250,000	5 4 3 2 1	5			

Proximity to Highway: Convenient, easy access to a lodge site is important, therefore the park sites situated close to an interstate, highway or state route with 4 lanes received higher points. This criterion received a weighted value of 8.3%

Average 24 hour Highway Traffic Volume: Using data from the Ohio Department of Transportation, the parameters are divided into categories based on the number of vehicles counted at the nearest highway interchange. A park site located near a busily traveled road, as a higher potential capture rate. This criterion received a weighted value of 5%.

Proximity to closest airport: Sites located within 50 miles of a major airport allows the opportunity for the park site to broaden its market area. For the purpose of the evaluation, the major airports were identified as Columbus, Cincinnati, Cleveland, Toledo, Dayton, and Akron/Canton. This criterion received a weighted value of 1.6%

		Less than 250,000	1			
Access	A. Proximity to Highway (Interstate, Highway or State Route with 4 Lanes)	Less than 10 miles 10-14 Miles 15-19 Miles 20-24 Miles 24-29 Miles 30 or more miles	5 4 3 2 1 0	5	25	125.00
	B. Average 24 Hour Highway Traffic Volume (Nearest highway interchange)	45,000 or more 35,000-44,999 25,000-34,999 15,000-24,999 Less than 15,000	4 3 2 1 0	4	15	60.00
	C. Proximity to closest airport from list below. -Columbus -Toledo -Cincinnati - Dayton -Cleveland - Akron/Canton	Less than 25 miles 25-49 Miles 50-74 Miles 75-99 Miles 100 or more miles	4 3 2 1 0	4	5	20.00

Discretionary Points (Positive / Negative): In order to provide the reviewer an opportunity to add or subtract points to the final score base on some unique aspect of the site, a category for discretionary points was added to the evaluation form.

		SUBTOTAL SCORE			500	1,420.00
Discretionary Points	At the discretion of ODNR, up to 25 additional points may be added to compensate for unique site features, amenities, etc. that may not be covered in the above criteria	Comments:	5 4 3 2 1		5	0.00
Negative Discretionary Points	At the discretion of ODNR, up to 25 additional points may be subtracted to compensate for less desirable site features, amenities, etc. that may not be covered in the above criteria	Comments:	-5 -4 -3 -2 -1		5	0.00
		TOTAL SCORE				1,420.00

Note: 852 or more points (60% of total) qualifies site for Level 2 evaluation.

LEVEL II EVALUATION FORM

Level II review is more site specific and required a greater degree if time and effort. To the right is a reduced copy of the Level II evaluation form. A full size copy is included in the appendix. Similar to Level I, the parameters were generated through some degree of trial and error. By testing the management model, the parameters were adjusted accordingly. To pass Level II a site must obtain 65% of the total points available. Each criteria was given a weight value based on its importance. The criteria was grouped into five main categories: Market Area, Partnerships, Competitors, Site Features, and Land Base. The following pages gives further definition and insight into each of the criteria.

Ohio Department of Natural Resources
Division of Parks and Recreation
LEVEL II
Site Evaluation for State Lodge Resort

State Park Name _____

	Items	Parameters	Value	Rating	Weight	Score
Market Area	A. Number of business (in Primary Market Area - 50 or more employees)	3,000 or more 2,000-2,999 1,000-1,999 500-999 Less than 500	5 4 3 2 1	5	30	150.00
	B. Unemployment Rate (Average unemployment rate for Primary Market Area)	Higher than National Average by 4-5% Higher than National Average by 3-4% Higher than National Average by 2-3% Higher than National Average by 1-2% Lower than National Average	5 4 3 2 1	3	15	45.00
	C. Civilian Labor Force (Total labor force in Primary Market Area)	1.5 Million or more 1-1.49 Million 750,000-999,999 500,000-749,999 Less than 500,000	5 4 3 2 1	5	15	75.00
	D. Number of Shopping Destinations (in Primary Market Area)	50 or more 15-19 10-14 5-9 Less than 5	5 4 3 2 1	5	50	250.00
	E. Family Fun Destinations (in Primary Market Area)	30 or more 25-29 20-24 15-19 Less than 15	5 4 3 2 1	5	55	275.00
	F. Historical Attractions (in Primary Market Area)	11 or more 8-10 5-7 2-4 Less than 2	5 4 3 2 1	5	20	100.00
Partnerships	A. Public/Public Partnerships	Partnerships exist Potential for Partnerships exist No existing or potential Partnerships	5 3 0	5	20	100.00
	B. Public/Non-for-Profit Partnerships	Partnerships exist Potential for Partnerships exist No existing or potential Partnerships	5 3 0	5	15	75.00
	C. Public/Private Partnerships	Partnerships exist Potential for Partnerships exist No existing or potential Partnerships	5 3 0	5	30	150.00
Competitors	A. Average occupancy rate for nearest state park lodge within adjacent and secondary counties.	65% or more 35-64% Less than 35%	3 2 1	3	5	15.00
	B. Other competitors within 10 mile radius (Motels, Hotels)	None 1-3 4 or More	3 2 1	3	15	45.00
	C. Other hotels within 10 mile radius (Economy, Upper Tier Hotels, B&B and Resorts)	Less than 3 3-6 6 or More	3 2 1	3	10	30.00
Site Features	A. Proximity to Major Water Feature (Lake Erie, Other Major Reservoirs over 5000 acres)	On-Site Access to Water Feature 0-1 Miles 2-4 Miles 5-10 Miles Beyond 10 Miles	5 4 3 2 1	5	30	150.00
	B. Water: • Swimming Motorized Boating over 10 hp • Non/Motorized Boating • Fishing • Diving • Beach Area • Personal Water Crafts Pool • Snorkeling/Scuba Diving	8 or more Water Activities 6-7 Water Activities 4-5 Water Activities 2-3 Water Activities 1 Water Activities 0 Water Activities	5 4 3 2 1 0	5	50	250.00
	C. Natural Features: • Lakes • Streams Ponds • Wetlands • Caves Cliffs • Water Fall • Mature Trees	8 or more Natural Features 6-7 Natural Features 4-5 Natural Features 2-3 Natural Features 1 Natural Features 0 Natural Features	5 4 3 2 1 0	5	35	175.00
	D. Recreation Opportunities: • Hiking • Hunting • Horseback Riding • Foraging • Boat Rentals • Canoe Rentals • Bedwatching Pool Tables • Heritage Access • Camping • Backpacking Mountain Biking Winter Sports • ATV Trails/Courses Rock Climbing • Nature Center Historical Attraction	11 or more Recreation Activities 10-12 Recreation Activities 7-9 Recreation Activities 4-6 Recreation Activities 1-3 Recreation Activities 0 Recreation Activities	5 4 3 2 1 0	5	40	200.00
	E. Golfing (in Primary Market Area)	30 or more Golf Courses 25-29 Golf Courses 20-24 Golf Courses 15-19 Golf Courses 10-14 Golf Courses Less than 10 Golf Courses	5 4 3 2 1 0	5	35	175.00
Land Base	A. Soil Analysis of Contiguous Buildable Area	Slight (Soil conditions are generally favorable) Moderate (Soil conditions are not favorable but can be overcome) Severe (Soil conditions very unfavorable, significant increase in construction costs)	5 4 1	5	15	75.00
	B. Slope Analysis of Contiguous Buildable Area	0-5% 5-10% 10% or more	5 1 1	5	15	75.00
			SUBTOTAL SCORE		500	2410.00
Discretionary Points	At the discretion of ODNR, up to 25 additional points may be added to compensate for unique site features, amenities, special events, vehicular access, view sheds, etc. that may not be covered in the above criteria. (Contact local park ranger for listing of special events that draw visitors to the park)	Comments:	5 4 3 2 1		5	0.00
Negative Discretionary Points	At the discretion of ODNR, up to 25 additional points may be subtracted to compensate for less desirable site features, amenities, etc. that may not be covered in the above criteria	Comments:	-5 -4 -3 -2 -1		5	0.00
			TOTAL SCORE			2410.00

Note. 1567 or more points (65% of total) qualifies site for consideration of further study and/or feasibility study

the COLLABORATIVE inc

LEVEL II DESCRIPTION

Number of Business: This category looks at the number of businesses with 50 or more employees within the primary market area. According to the Ohio Division of Travel and Tourism, approximately 50% of the nights sold at a resort lodge are to guests attending meetings. Park Sites having a high number of businesses within their market area had a greater chance of succeeding. This criterion was assigned a weight value of 6%.

	Items	Parameters	Value	Rating	Weight	Score
Market Area	A. Number of business (In Primary Market Area - 50 or more employees)	3,000 or more 2,000-2,999 1,000-1,999 500-999 Less than 500	5 4 3 2 1	5	30	150.00

Unemployment Rate: The economic benefits of a resort lodge on a local economy can be quite positive, especially if the community is struggling economically. A local community having an unemployment rate 2-3% above the national average received the highest points available because of the potential for a large labor pool. Unemployment rates over 3% the national average received fewer points because it's a good indication of an economically depressed area in which all market sectors are hurting and area attractions may be very limited. Unemployment rates at or below the national average also received low points due to the potential for a small labor pool. This criterion was assigned a weight value of 3%.

		Less than 500	1			
	B. Unemployment Rate (Average unemployment rate for Primary Market Area)	Higher than National Average by 4-5% Higher than National Average by 3-4% Higher than National Average by 2-3% Higher than National Average by 1-2% Lower than National Average	1 2 3 2 1	3	15	45.00
	C. Civilian Labor Force	1.5 Million or more	5			

Civilian Labor Force: In order to meet the employment demands of a resort lodge it is somewhat important that the local community has a significant labor pool. This criterion was assigned a weight value of 3%.

		Lower than National Average	1			
	C. Civilian Labor Force (Total labor force in Primary Market Area)	1.5 Million or more 1-1.49 Million 750,000-999,999 500,000-749,999 Less than 500,000	5 4 3 2 1	5	15	75.00
	D. Number of Shopping Destinations	20 or more	5			

Number of Shopping Destinations: According to Ohio Division of Travel and Tourism, shopping is one of the most important travel activities. Park sites that had a high number of shopping destinations, 20 or more, received a high score. Shopping destinations were defined as those retail establishments listed on the State's travel and tourism web site. Due to the importance shopping adds to the resort experience, this criteria was assigned a weighted value of 10%.

		Less than 500,000	1			
	D. Number of Shopping Destinations (In Primary Market Area)	20 or more 15-19 10-14 5-9 Less than 5	5 4 3 2 1	5	50	250.00

LEVEL II DESCRIPTION (CONT.)

Family Fun Destinations: Children play an influential role in selecting the family's vacation destination. Therefore, a state park that offered a larger number of family fun venues within the primary market are had a greater potential for succeeding. Family fun destinations were defined as those places listed on the State's travel and tourism web site. Due to the importance these types of attractions adds to the overall resort experience, this criteria was assigned a weighted value of 11%.

	Less than 5	1			
E. Family Fun Destinations (In Primary Market Area)	30 or more	5			
	25-29	4			
	20-24	3	5	55	275.00
	15-19	2			
	Less than 15	1			

Historical Attractions: While not as popular as shopping or family fun destinations, interest in historical attractions does have some baring on the success of a lodge. Preference for a lodge type accommodation increases as age increases. Likewise, interest in historical attractions increases with age. This criterion was given a weighted value of 4%.

	Less than 15	1			
F. Historical Attractions (In Primary Market Area)	11 or more	5			
	8-10	4			
	5-7	3	5	20	100.00
	2-4	2			
	Less than 2	1			

Partnerships: With the lack of state capital dollars available and the requirement that the resort be self-sustaining, it was important to identify partnerships within the local community. The criteria for partnerships was divided into three categories.

- Public/Public
- Public/ Not-for-Profit
- Public/Private

Each type of partnership can be weighted individually. Due to the importance of developing partnerships to the economic success of the resort, the combined partnership criterion ws assigned a weighted value of 13%.

		Less than 2	1			
Partnerships	A. Public/Public Partnerships	Partnerships exist	5			
		Potential for Partnerships exist	3	5	20	100.00
		No existing or potential Partnerships	0			
	B. Public/Not-for-Profit Partnerships	Partnerships exist	5			
		Potential for Partnerships exist	3	5	15	75.00
		No existing or potential Partnerships	0			
	C. Public/Private Partnerships	Partnerships exist	5			
		Potential for Partnerships exist	3	5	30	150.00
		No existing or potential Partnerships	0			

LEVEL II DESCRIPTION (CONT.)

Competitors: This criteria is divided into two types of categories. The existence of local competitors and occupancy rates of the nearest state park lodge. It is helpful to understand the occupancy rate of the nearest State Park Lodge within adjacent and secondary counties. Sixty-five percent (65%) occupancy rate is required to cover all operating and capital costs. With this in mind, State park sites in close proximity to an existing resort with a high occupancy rate has an opportunity to also capture a share of the market. A high occupancy rate means many of the twenty-two criteria needed for a successful loge are being met. Local attractions are good and are supported by a strong demographic population. An opportunity may exist to share a piece of the "pie". However, it is important to also evaluate the existence of other competitors. A high number of competitors in the area can have a negative impact on the economic success of a lodge. The weighted value for occupancy rate of nearest lodge was given a value of 3%, and the weighted value for Other Competitors and Other Hotels was assigned a value of 3% and 2% respectively.

Competitors	A. Average occupancy rate for nearest state park lodge within adjacent and secondary counties,	65% or more 25-64% Less than 25%	3 2 1	3	5	15.00
	B. Other competitors within 10 mile radius (Mid-market hotels)	None 1-3 4 or More	3 2 1	3	15	45.00
	C. Other hotels within 10 mile radius (Economy, Upper Tier Hotels, Bed and Breakfasts)	Less than 3 3-8 9 or More	3 2 1	3	10	30.00

Proximity to Major Water Feature: It is no secret that water attracts visitors. Whether for play or for enjoying its natural beauty, people are attracted to water. Visitors are naturally attracted to bodies of water of significant size. Examples of significant size includes Lake Erie, Ohio River and lakes over 5000 Acres. State Parks located in close proximity to this size of water body will benefit over those sites that can not offer lakes of significant size. Due to the fact people are naturally drawn to large bodies of water, the weight value for proximity to a major water feature was assigned a value of 6%.

Site Features	A. Proximity to Major Water Feature (Lake Erie, Ohio River or Reservoirs over 5000 acres)	On-Site Access to Water Feature 0-1 Miles 2-4 Miles 5-10 Miles Beyond 10 Miles	5 4 3 2 1	5	30	150.00

Water: Water plays a significant role in the overall enjoyment of a state park. Parks that offer lots of water type activities will continually attract more visitors. Due to the importance that water plays in creating memorable experiences, the weight value of 10% was given to water.

B. Water: - Swimming - Motorized Boating over 10 hp. - Non-Motorized Boating - Fishing - Skiing - Beach Area - Personal Water Crafts - Pool - Snorkeling/Scuba Diving	8 or more Water Activities 6-7 Water Activities 4-5 Water Activities 2-3 Water Activities 1 Water Activities 0 Water Activities	5 4 3 2 1 0	5	50	250.00

LEVEL II DESCRIPTION (CONT.)

Natural Features: Natural features such as lakes, streams, caves, cliffs, etc, adds to the overall enjoyment and satisfaction of the visitor's stay. Resorts lodges that can offer many of these types of amenities in a convenient manor will benefit. This criterion was assigned a weighted value of 7%.

C. Natural Features: - Lakes - Streams - Ponds - Wetlands - Caves - Cliffs - Water Fall - Mature Forest	8 or more Natural Features 6-7 Natural Features 4-5 Natural Features 2-3 Natural Features 1 Natural Features 0 Natural Features	5 4 3 2 1 0	5	35	175.00

Recreation Opportunities: In 1998 Family trips accounted for 72% of all vacations. Therefore it is important to offer a wide variety of recreation opportunities that appeal to each member of the family. Examples of recreation opportunities include everything from bird watching to ATV Trails. This criterion was assigned a weighted value of 8%.

D. Recreation Opportunities: - Hiking - Hunting - Horseback Riding - Picnicking - Boat Rentals - Canoe Rentals - Birdwatching - Bike Trails - Handicap Access. - Camping - Backpacking - Mountain Biking - Winter Sports - ATV Trails/Course - Rock Climbing - Nature Center - Historical Attraction	13 or more Recreation Activities 10-12 Recreation Activities 7-9 Recreation Activities 4-6 Recreation Activities 1-3 Recreation Activities 0 Recreation Activities	5 4 3 2 1 0	5	40	200.00

Golfing: Golf continues to be a popular outdoor recreation activity. An eighteen (18) hole, above average difficulty golf course located on site is recommended for a resort lodge. Park sites that can offer on-site golfing as well as a variety of golfing opportunities within a twenty (20) minute drive will benefit. To qualify as a golf course, the course must be listed by the state's Golf Owners Association. A listing of golf courses in the vicinity of a state park was obtained off the Golf Owners Association web page for each state. Due to the popularity of golfing, 7% of the weighted value was assigned to this criterion.

E. Golfing (In Primary Market Area)	30 or more Golf Courses 25-29 Golf Courses 20-24 Golf Courses 15-19 Golf Courses 10-14 Golf Courses Less than 10 Golf Courses	5 4 3 2 1 0	5	35	175.00

LEVEL II DESCRIPTION (CONT.)

Soil Analysis of Contiguous Buildable Area: The project team felt it was important to include soil condition of the site as one of the criterion used in the evaluation process. Soil condition data for each site was collected from the U.S. Soil Conservation Service. For engineering purposes, the Soil Conservation Service classifies soil into three categories; Slight (soils conditions are generally favorable), Moderate (soil conditions are not favorable but can be overcome) and Severe (soil conditions very unfavorable, significant increase in construction costs). The soil type for each site was identified by researching the local county soil survey and recording the soil engineering classification as identified in the soil survey. The criterion for soil analysis was assigned a weighted value of 3%.

		Less than 10 Golf Courses	0			
Land Base	A. Soil Analysis of Contiguous Buildable Area	Slight (Soil conditions are generally favorable) Moderate (Soil conditions are not favorable but can be overcome) Severe (Soil conditions very unfavorable, significant increase in construction costs)	5 3 1	5	15	75.00
	B. Slope Analysis of Contiguous Buildable Area	0-5%	5			

Slope Analysis of Contiguous Building Area: Similar to soil analysis, the project team felt it was important to review the slope of each site. Slopes of 10% or more can add a significant increase to the construction cost of a resort lodge. A weighed value of 3% was assigned to this criterion.

	B. Slope Analysis of Contiguous Buildable Area	0-5% 5-10% 10% or more	5 3 1	5	15	75.00

Discretionary Points (Positive / Negative): In order to provide the reviewer an opportunity to add or subtract points to the final score based on some unique aspect of the site, a category for discretionary points was added to the evaluation form.

Discretionary Points	At the discretion of ODNR, up to 25 additional points may be added to compensate for unique site features, amenities, special events, vehicular access, view sheds, etc. that may not be covered in the above criteria. (Contact local park ranger for listing of special events that draw visitors to the park)	Comments:	5 4 3 2 1		5	0.00
Negative Discretionary Points	At the discretion of ODNR, up to 25 additional points may be subtracted to compensate for less desirable site features, amenities, etc. that may not be covered in the above criteria.	Comments:	-5 -4 -3 -2 -1		5	0.00
			TOTAL SCORE			2410.00

Note: 1567 or more points (65% of total) qualifies site for consideration of further study and/or feasibility study.

IN CONCLUSION

This Executive Summary of the Grand Lake St. Marys and Statewide Feasibility Study is a record of the process under taken by the Ohio Department of Natural Resources Division of Parks and Recreation in creating a method upon which to evaluate each state park regarding its potential for a resort lodge. This report also gives an in-depth look at the method developed. Called the "Management Model", its purpose is to help guide State Administrators in making informed decisions regarding the potential location for future State Park Resort Lodges.

ATTACHMENT B

CONTRACT FOR PROFESSIONAL SERVICES

This Agreement is entered into this day of , 2007, by and between the Board of Commissioners of Clermont County, Ohio, (hereinafter referred to as "Board"), 101 East Main Street, Batavia, Ohio 45103, and **??** (hereinafter referred to as "Company").

In consideration of the promises herein below delineated parties do hereby agree as follows:

1. The Board retains the Company to provide professional services for ??description of services?? in accordance with the Scope of Services attached hereto attached as Exhibit A.

2. Company represents that it has sufficient training, expertise, staffing, and experience to professionally provide those services as delineated in the Scope of Services.

3. The Board shall pay the Company a total sum not to exceed **$?? .00**, including all charges and expenses to be invoiced in 30 day increments. Each invoice shall delineate all fees in accordance with the Scope of Services.

4. Modifications of this contract must be in writing and executed by the parties prior to such change actually being effected. There will be no reimbursement for work outside the scope of this contract unless there is an accompanying written change order.

5. Company agrees to indemnify and hold harmless the Board, Clermont County, and all its employees from any liability arising out of any acts or conduct, whether intentional or negligent, of the Company which may give rise to liability.

6. Company further agrees that when using any equipment or items provided by the Board, the Company will operate said equipment or property in a safe and proper manner; that when entering the property or premises owned by the County or using the County's equipment, it will further hold the County harmless from any injuries, liabilities or damages which arise out of the use or misuse of said equipment or which occur while upon said property. Company further agrees to be responsible for the conduct of all of its employees and will indemnify and hold the County harmless there from. Further, Company acknowledges that it is an independent contractor, is not an employee of the County, and will be responsible accordingly.

7. Company agrees to comply with all federal, state and local laws, statutes, regulations, ordinances and resolutions during the execution of this contract.

8. Company shall carry general liability insurance in an amount not less than $500,000 per person, $1,000,000 per incident, and Property Damage in an amount not less than $1,000,000 per occurrence and $1,000,000 aggregate while performing any services for the Board in accordance with the terms of this contract and shall provide to the Board a Certificate of Insurance, listing the Board of Commissioners as additional insured, as proof of compliance with this condition. Company shall also maintain liability insurance to cover all of its employees and agents for any liability arising out of their conduct while in the employ of the Company.

9. Company shall provide and maintain such insurance as will protect the Company from claims under Worker's Compensation, occupational sickness or disease, disability benefit and other similar employee benefit acts.

10. As part of the consideration of this contract, Company represents that it has no outstanding tax liens of any type, real or personal, in the names of the company and/or its officers or partners.

11. When appropriate, the Board reserves the right to require of the Company, contractors, or sub-contractors or other persons involved in the provision of services under this contract, appropriate affidavits in accordance with Title 1311 of the Ohio Revised Code and the parties acknowledge that if any contractor, sub-contractor, laborer or material man remains unpaid that the Board may in lieu of payment directly to the Company pay such contractor, sub-contractor, laborer or material man in accordance with the money owed, any balance then being paid directly to the company.

12. In the event that the Company fails to perform to the satisfaction of the Board, the Board may give or cause to be given notices in writing to the Company, whereupon Company shall have thirty days to remedy said performance. If after thirty days following such notice the Company has failed to remedy the performance to the Board's satisfaction all rights of the Company under this Contract shall thereupon terminate and any services and expenses rendered by the Company shall be paid through the date of termination of the contract. The parties further agree that should the Company for any reason breach this contract by failing to complete it, that he will be paid for services rendered to date less any costs or damages incurred by the County to include rewarding of the contract or necessary duplication of original work. Compensation shall not exceed the maximum amount of this agreement. All work shall be turned over to the County in the event of termination of this agreement.

13. This agreement shall be construed in accordance with the laws of the State of Ohio and any action on the agreement shall be venued in Clermont County, Ohio. In the event that any court of competent jurisdiction should determine that any provision of this agreement is unenforceable or in any manner illegal, then such provision shall be deemed null and void and this contract shall be interpreted as if such provision had never been included and the exclusion of any such provision shall not be deemed a revocation or nullification of this agreement in its entirety.

14. Performance of the work shall be completed within ?? days of company's receipt of signed contract and notice to proceed.

15. Any waiver by the County of a breach of this agreement shall not be construed as a waiver of any subsequent breach.

16. The invalidity or unenforceability of any provision of this agreement shall not effect the validity of the remaining terms and conditions.

IN WITNESS WHEREOF, the parties have hereunto executed this agreement in duplicate with the intent to be legally bound thereby.

WITNESS:

_____

_____

COMPANY:

BY: _____

Title:_____

BOARD OF COUNTY COMMISSIONERS OF CLERMONT COUNTY, OHIO

ATTEST:

_____
Judith A. Kocica, Clerk of the Board

Date:_____

_____
Robert L. Proud, President

_____
Mary C. Walker, Vice President

_____
R. Scott Croswell, III, Member

This Agreement was prepared and approved as to form by the Office of the Prosecuting Attorney of Clermont County, Ohio

_____
Thomas L. Blust,
Assistant Prosecuting Attorney

Date: _____

ATTACHMENT C

PROPOSAL REQUIREMENTS CHECKLIST

FEASIBILITY STUDY FOR LODGE AND CONFERENCE CENTER

CONSULTANT: _____

_____ Proposal Cover Sheet

_____ Proposal Narrative

_____ Budget / Budget Narrative

_____ Current certificate of professional liability insurance and commercial general liability insurance and guarantee the purchase of insurance with limits o fnot less than one million ($1,000,000) per claim and three million ($3,000,000) in the annual aggregate per occurrence to cover loss, liability or damage committed by agency or agency's agents or employees.

_____ Copy of valid business license or certificate of good standing as proof of incorporation and authorization to do business in Ohio (as issued by Ohio Secretary of State)

_____ Copy of Consultant's most recent annual report or financial statements, year end balance sheet, and income statement.

_____ Documents in **Attachment E**

ATTACHMENT D

2007 FEASIBILITY STUDY FOR LODGE AND CONFERENCE CENTER
PROPOSAL EVALUATION SCORING GUIDE

Scale Definitions

0 Unacceptable or not addressed
1 Below Expectations
2 Meets Expectations
3 Exceeds Expectations

A RFP SPECIFICATIONS:

1	Proposal was submitted in a neat and orderly format, with sections easily identified.	0	1	2	3
2	Proposal contained all required forms, statements and attachments, properly completed.	0	1	2	3
3	Proposal contained 3 references.	0	1	2	3
4	Proposal contained 2 portfolio.	0	1	2	3
5	Consultant clearly defines their Agency/Company history and ownership.	0	2	4	6
6	Consultant has submitted a detailed work plan with timelines and milestones.	0	2	4	6

B BUDGETS:

7	Budget line item identification includes budget items consistent with research & survey services.	0	1	2	3
8	Budget narrative clearly defines costs included in proposal.	0	1	2	3

C STAFFING:

9	Consultant currently has adequate staff to meet the needs of the contract or has included detailed information regarding the hiring of staff to meet the needs of the contract.	0	1	2	3

D QUALIFICATIONS:

10	Consultant clearly defines in the Scope of Services, their understanding of the service requirements and expectations for research & survey services.	0	2	4	6
11	Consultant's research & consulting experience is similar to the research & consulting contract requirements for this RFP.	0	2	4	6
12	Consultant has clearly articulated the strategies to deliver a comprehensive feasibility study.	0	2	4	6

Total Points: _____

Comments:

_____

_____

_____

Date Reviewed: _____

Reviewer Name: _____

Reviewer Signature: _____

ATTACHMENT E

AFFIDAVIT IN COMPLIANCE WITH SECTION 3517.13
OF THE OHIO REVISED CODE

STATE OF _____ }
} SS:
COUNTY OF _____ }

Personally appeared before me the undersigned, as an individual or as a representative of

_____ for a contract for _____
(*Name of Entity*) (*Type of Product or Service*)

to be let by Clermont County, Ohio, who, being duly cautioned and sworn, makes the following statement with respect to prohibited activities constituting a conflict of interest or other violations under Ohio Revised Code Section 3517.13 (campaign contributions and reporting) and further states that the undersigned has the authority to make the following representation on behalf of himself or herself or of the business entity:

1. That none of the following has **individually** made within the two previous calendar years and that, if awarded a contract for the purchase of goods or services in excess of $500, none of the following **individually** will make, beginning on the date the contract is awarded and extending until one year following the conclusion of the contract, as an individual, one or more campaign contributions totaling in excess of $1,000, to any member of the Clermont County Board of Commissioners or their individual campaign committees, or if the contracting authority is another elected official of Clermont County, to that official or their individual campaign committee:

a. myself;
b. any partner or owner or shareholder of the partnership (if applicable);
c. any owner of more than 20% of the corporation or business trust (if applicable);
d. each spouse of any person identified in (a) through (c) of this section;
e. each child seven years of age to seventeen years of age of any person identified in divisions (a) through (c) of this section (only applicable to contributions made on or after January 1, 2007).

2. That none of the following have **collectively** made since January 1, 2007, and that, if awarded a contract for the purchase of goods and services in excess of $500, none of the following **collectively** will make, beginning on the date the contract is awarded and extending until one year following the conclusion of the contract, one or more campaign contributions totaling in excess of $2,000, to any member of the Clermont County Board of Commissioners or their individual campaign committees, or if the contracting authority is another elected official of Clermont County, to that official or their individual campaign committee:

a. myself;
b. any partner or owner or shareholder of the partnership (if applicable);
c. any owner of more than 20% of the corporation or business trust (if applicable);
d. each spouse of any person identified in (a) through (c) of this section;
e. each child seven years of age to seventeen years of age of any person identified in divisions (a) through (c) of this section.

3. That this representation is made to induce the County to enter into a contractual relationship with the Contractor, and with the knowledge that County officials will rely on the authenticity of statements made herein in awarding and administering such contracts.

Signature_____

Title:_____

Sworn to before me and subscribed in my presence this _____ day of

_____, 20_____.

Notary Public _____
My Commission Expires: _____

Ohio Department of Public Safety
Division of Homeland Security
http://www.homelandsecurity.ohio.gov

PUBLIC EMPLOYMENT

In accordance with section 2909.34 of the Ohio Revised Code

DECLARATION REGARDING MATERIAL ASSISTANCE/NONASSISTANCE TO A TERRORIST ORGANIZATION

This form serves as a declaration of the provision of material assistance to a terrorist organization or organization that supports terrorism as identified by the U.S. Department of State Terrorist Exclusion List (see the Ohio Homeland Security Division website for a reference copy of the Terrorist Exclusion List).

Any answer of "yes" to any question, or the failure to answer "no" to any question on this declaration shall serve as a disclosure that material assistance to an organization identified on the U.S. Department of State Terrorist Exclusion List has been provided. Failure to disclose the provision of material assistance to such an organization or knowingly making false statements regarding material assistance to such an organization is a felony of the fifth degree.

For the purposes of this declaration, "material support or resources" means currency, payment instruments, other financial securities, funds, transfer of funds, and financial services that are in excess of one hundred dollars, as well as communications, lodging, training, safe houses, false documentation or identification, communications equipment, facilities, weapons, lethal substances, explosives, personnel, transportation, and other physical assets, except medicine or religious materials.

LAST NAME	FIRST NAME	MIDDLE INITIAL
HOME ADDRESS		

CITY	STATE	ZIP	COUNTY

HOME PHONE	WORK PHONE

DECLARATION

In accordance with division (A)(2)(b) of section 2909.32 of the Ohio Revised Code

For each question, indicate either "yes," or "no" in the space provided. Responses must be truthful to the best of your knowledge.

1. Are you a member of an organization on the U.S. Department of State Terrorist Exclusion List?
   ☐ Yes ☐ No

2. Have you used any position of prominence you have with any country to persuade others to support an organization on the U.S. Department of State Terrorist Exclusion List?
   ☐ Yes ☐ No

3. Have you knowingly solicited funds or other things of value for an organization on the U.S. Department of State Terrorist Exclusion List?
   ☐ Yes ☐ No

PUBLIC EMPLOYMENT - CONTINUED

4. Have you solicited any individual for membership in an organization on the U.S. Department of State Terrorist Exclusion List?
   ☐ Yes ☐ No

5. Have you committed an act that you know, or reasonably should have known, affords "material support or resources" to an organization on the U.S. Department of State Terrorist Exclusion List?
   ☐ Yes ☐ No

6. Have you hired or compensated a person you knew to be a member of an organization on the U.S. Department of State Terrorist Exclusion List, or a person you knew to be engaged in planning, assisting, or carrying out an act of terrorism?
   ☐ Yes ☐ No

In the event of a denial of public employment due to a positive indication that material assistance has been provided to a terrorist organization, or an organization that supports terrorism as identified by the U.S. Department of State Terrorist Exclusion List, a review of the denial may be requested. The request must be sent to the Ohio Department of Public Safety's Division of Homeland Security. The request forms and instructions for filing can be found on the Ohio Homeland Security Division website.

CERTIFICATION

I hereby certify that the answers I have made to all of the questions on this declaration are true to the best of my knowledge. I understand that if this declaration is not completed in its entirety, it will not be processed and I will be automatically disqualified. I understand that I am responsible for the correctness of this declaration. I understand that failure to disclose the provision of material assistance to an organization identified on the U.S. Department of State Terrorist Exclusion List, or knowingly making false statements regarding material assistance to such an organization is a felony of the fifth degree. I understand that any answer of "yes" to any question, or the failure to answer "no" to any question on this declaration shall serve as a disclosure that material assistance to an organization identified on the U.S. Department of State Terrorist Exclusion List has been provided by myself or my organization.

X _____ _____

Signature Date

Form **W-9**
(Rev. November 2005)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Give form to the requester. Do not send to the IRS.

Print or type
See **Specific Instructions** on page 2.

Name (as shown on your income tax return)

Business name, if different from above

Check appropriate box: ☐ Individual/ Sole proprietor ☐ Corporation ☐ Partnership ☐ Other ▶ ☐ Exempt from backup withholding

Address (number, street, and apt. or suite no.)

Requester's name and address (optional)

City, state, and ZIP code

List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on Line 1 to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number

or

Employer identification number

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. person (including a U.S. resident alien).

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the Certification, but you must provide your correct TIN. (See the instructions on page 4.)

Sign Here **Signature of U.S. person ▶** **Date ▶**

Purpose of Form

A person who is required to file an information return with the IRS, must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

U.S. person. Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),

2. Certify that you are not subject to backup withholding, or

3. Claim exemption from backup withholding if you are a U.S. exempt payee.

In 3 above, if applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income.

Note. If a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

For federal tax purposes, you are considered a person if you are:

- An individual who is a citizen or resident of the United States,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States, or
- Any estate (other than a foreign estate) or trust. See Regulations sections 301.7701-6(a) and 7(a) for additional information.

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax on any foreign partners' share of income from such business. Further, in certain cases where a Form W-9 has not been received, a partnership is required to presume that a partner is a foreign person, and pay the withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid withholding on your share of partnership income.

The person who gives Form W-9 to the partnership for purposes of establishing its U.S. status and avoiding withholding on its allocable share of net income from the partnership conducting a trade or business in the United States is in the following cases:

- The U.S. owner of a disregarded entity and not the entity,

- The U.S. grantor or other owner of a grantor trust and not the trust, and
- The U.S. trust (other than a grantor trust) and not the beneficiaries of the trust.

Foreign person. If you are a foreign person, do not use Form W-9. Instead, use the appropriate Form W-8 (see Publication 515, Withholding of Tax on Nonresident Aliens and Foreign Entities).

Nonresident alien who becomes a resident alien. Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a "saving clause." Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the recipient has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items:

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.
2. The treaty article addressing the income.
3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.
4. The type and amount of income that qualifies for the exemption from tax.
5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

Example. Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if his or her stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first protocol) and is relying on this exception to claim an exemption from tax on his or her scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity not subject to backup withholding, give the requester the appropriate completed Form W-8.

What is backup withholding? Persons making certain payments to you must under certain conditions withhold and pay to the IRS 28% of such payments (after December 31, 2002). This is called "backup withholding." Payments that may be subject to backup withholding include interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

Payments you receive will be subject to backup withholding if:

1. You do not furnish your TIN to the requester,
2. You do not certify your TIN when required (see the Part II instructions on page 4 for details),
3. The IRS tells the requester that you furnished an incorrect TIN,
4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only), or
5. You do not certify to the requester that you are not subject to backup withholding under 4 above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See the instructions below and the separate Instructions for the Requester of Form W-9.

Also see *Special rules regarding partnerships* on page 1.

Penalties

Failure to furnish TIN. If you fail to furnish your correct TIN to a requester, you are subject to a penalty of $50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

Civil penalty for false information with respect to withholding. If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a $500 penalty.

Criminal penalty for falsifying information. Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

Misuse of TINs. If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

Specific Instructions

Name

If you are an individual, you must generally enter the name shown on your income tax return. However, if you have changed your last name, for instance, due to marriage without informing the Social Security Administration of the name change, enter your first name, the last name shown on your social security card, and your new last name.

If the account is in joint names, list first, and then circle, the name of the person or entity whose number you entered in Part I of the form.

Sole proprietor. Enter your individual name as shown on your income tax return on the "Name" line. You may enter your business, trade, or "doing business as (DBA)" name on the "Business name" line.

Limited liability company (LLC). If you are a single-member LLC (including a foreign LLC with a domestic owner) that is disregarded as an entity separate from its owner under Treasury regulations section 301.7701-3, enter the owner's name on the "Name" line. Enter the LLC's name on the "Business name" line. Check the appropriate box for your filing status (sole proprietor, corporation, etc.), then check the box for "Other" and enter "LLC" in the space provided.

Other entities. Enter your business name as shown on required federal tax documents on the "Name" line. This name should match the name shown on the charter or other legal document creating the entity. You may enter any business, trade, or DBA name on the "Business name" line.

Note. You are requested to check the appropriate box for your status (individual/sole proprietor, corporation, etc.).

Exempt From Backup Withholding

If you are exempt, enter your name as described above and check the appropriate box for your status, then check the "Exempt from backup withholding" box in the line following the business name, sign and date the form.

Generally, individuals (including sole proprietors) are not exempt from backup withholding. Corporations are exempt from backup withholding for certain payments, such as interest and dividends.

Note. If you are exempt from backup withholding, you should still complete this form to avoid possible erroneous backup withholding.

Exempt payees. Backup withholding is not required on any payments made to the following payees:

1. An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2),

2. The United States or any of its agencies or instrumentalities,

3. A state, the District of Columbia, a possession of the United States, or any of their political subdivisions or instrumentalities,

4. A foreign government or any of its political subdivisions, agencies, or instrumentalities, or

5. An international organization or any of its agencies or instrumentalities.

Other payees that may be exempt from backup withholding include:

6. A corporation,

7. A foreign central bank of issue,

8. A dealer in securities or commodities required to register in the United States, the District of Columbia, or a possession of the United States,

9. A futures commission merchant registered with the Commodity Futures Trading Commission,

10. A real estate investment trust,

11. An entity registered at all times during the tax year under the Investment Company Act of 1940,

12. A common trust fund operated by a bank under section 584(a),

13. A financial institution,

14. A middleman known in the investment community as a nominee or custodian, or

15. A trust exempt from tax under section 664 or described in section 4947.

The chart below shows types of payments that may be exempt from backup withholding. The chart applies to the exempt recipients listed above, 1 through 15.

IF the payment is for . . .	THEN the payment is exempt for . . .
Interest and dividend payments	All exempt recipients except for 9
Broker transactions	Exempt recipients 1 through 13. Also, a person registered under the Investment Advisers Act of 1940 who regularly acts as a broker
Barter exchange transactions and patronage dividends	Exempt recipients 1 through 5
Payments over $600 required to be reported and direct sales over $5,000 [1]	Generally, exempt recipients 1 through 7 [2]

[1] See Form 1099-MISC, Miscellaneous Income, and its instructions.

[2] However, the following payments made to a corporation (including gross proceeds paid to an attorney under section 6045(f), even if the attorney is a corporation) and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees; and payments for services paid by a federal executive agency.

Part I. Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. If you are a resident alien and you do not have and are not eligible to get an SSN, your TIN is your IRS individual taxpayer identification number (ITIN). Enter it in the social security number box. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN. However, the IRS prefers that you use your SSN.

If you are a single-owner LLC that is disregarded as an entity separate from its owner (see *Limited liability company (LLC)* on page 2), enter your SSN (or EIN, if you have one). If the LLC is a corporation, partnership, etc., enter the entity's EIN.

Note. See the chart on page 4 for further clarification of name and TIN combinations.

How to get a TIN. If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local Social Security Administration office or get this form online at *www.socialsecurity.gov*. You may also get this form by calling 1-800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at *www.irs.gov/businesses* and clicking on Employer ID Numbers under Related Topics. You can get Forms W-7 and SS-4 from the IRS by visiting *www.irs.gov* or by calling 1-800-TAX-FORM (1-800-829-3676).

If you are asked to complete Form W-9 but do not have a TIN, write "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, generally you will have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

Note. Writing "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon.

Caution: *A disregarded domestic entity that has a foreign owner must use the appropriate Form W-8.*

Part II. Certification

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if items 1, 4, and 5 below indicate otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). Exempt recipients, see *Exempt From Backup Withholding* on page 2.

Signature requirements. Complete the certification as indicated in 1 through 5 below.

1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983. You must give your correct TIN, but you do not have to sign the certification.

2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983. You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

3. Real estate transactions. You must sign the certification. You may cross out item 2 of the certification.

4. Other payments. You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions. You must give your correct TIN, but you do not have to sign the certification.

What Name and Number To Give the Requester

For this type of account:	Give name and SSN of:
1. Individual	The individual
2. Two or more individuals (joint account)	The actual owner of the account or, if combined funds, the first individual on the account [1]
3. Custodian account of a minor (Uniform Gift to Minors Act)	The minor [2]
4. a. The usual revocable savings trust (grantor is also trustee)	The grantor-trustee [1]
b. So-called trust account that is not a legal or valid trust under state law	The actual owner [1]
5. Sole proprietorship or single-owner LLC	The owner [3]
For this type of account:	**Give name and EIN of:**
6. Sole proprietorship or single-owner LLC	The owner [3]
7. A valid trust, estate, or pension trust	Legal entity [4]
8. Corporate or LLC electing corporate status on Form 8832	The corporation
9. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
10. Partnership or multi-member LLC	The partnership
11. A broker or registered nominee	The broker or nominee
12. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity

[1] List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

[2] Circle the minor's name and furnish the minor's SSN.

[3] You must show your individual name and you may also enter your business or "DBA" name on the second name line. You may use either your SSN or EIN (if you have one). If you are a sole proprietor, IRS encourages you to use your SSN.

[4] List first and circle the name of the legal trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.) Also see *Special rules regarding partnerships* on page 1.

Note. If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

Privacy Act Notice

Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons who must file information returns with the IRS to report interest, dividends, and certain other income paid to you, mortgage interest you paid, the acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA, or Archer MSA or HSA. The IRS uses the numbers for identification purposes and to help verify the accuracy of your tax return. The IRS may also provide this information to the Department of Justice for civil and criminal litigation, and to cities, states, the District of Columbia, and U.S. possessions to carry out their tax laws. We may also disclose this information to other countries under a tax treaty, to federal and state agencies to enforce federal nontax criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism.

You must provide your TIN whether or not you are required to file a tax return. Payers must generally withhold 28% of taxable interest, dividend, and certain other payments to a payee who does not give a TIN to a payer. Certain penalties may also apply.

NON-COLLUSION AFFIDAVIT OF PRIME CONSULTANT

STATE OF _____)
SS:
COUNTY OF _____)

_____, being first duly sworn, deposes and says that:

1. They are _____ of _____ the Consultant
(owner, partner, officer, representative, or agent)

that has submitted the attached Proposal:

2. They are fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting such Proposal:

3. Such Proposal is genuine and is not a collusive or sham Proposal:

4. Neither the said Consultant nor any of its officers, partners, owners, agents, representatives, employees or parties in interest, including this Affidavit, has in any way colluded, conspired, connived or agreed, directly or indirectly with any other Consultant, firm or person to submit a collusive or sham Proposal in connection with the Contract for which the attached Proposal has been submitted or to refrain from proposing in connection with such Contract or has in any manner, directly or indirectly, sought by agreement or collusion or communication or conference with any other Consultant, firm or person to fix the price or prices in the attached Proposal or of any other Consultant or to fix any overhead, profit or cost element of the Proposal price or Proposal price of any other Consultant, or to secure through any collusion, conspiracy, connivance or unlawful agreement any advantage against the Board of County Commissioners of Clermont County or any person interested in the proposed Contract: and

5. The price or prices quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance or unlawful agreement on the part of the Consultant or any of its agents, representatives, owners, employees, or parties in interest, including this Affidavit.

Signature _____

Title _____

Printed Name _____

Sworn to before me and subscribed in my presence this ____day of _____, 20____.

Notary Public _____

My Commission expires _____

AFFIDAVIT IN COMPLIANCE WITH SECTIONS 9.24 and 5719.042
OF THE OHIO REVISED CODE

STATE OF OHIO
SS:
COUNTY OF _____

Personally appeared before me the undersigned, a consultant submitting a proposal for

_____
(Name of Firm)

for a _Feasibility and Market Study_ contract for professional services with the County of Clermont,
(Type of Product or Service)

who, being duly cautioned and sworn, makes the following statement with respect to the personal property taxes on the general tax list of personal property of Clermont County, Ohio:

1. That the undersigned at the time of making this proposal on the aforementioned professional services contract was not charged with any delinquent personal property taxes on the general tax list of personal property of Clermont County.

2. That this statement is made in compliance with Section 5719.042 to be incorporated into the contract between the parties as provided in that Section of the Ohio Revised Code.

3. That pursuant to §9.24 of the Ohio Revised Code, if the project for which this proposal is submitted has been identified as being funded in whole or in part with funds from the State of Ohio, the affiant further certifies that the consultant, if an individual, or if a corporation, any principal owning more than 10% equitable interest in the corporation, does not have a finding for recovery issued by the Audit or of State which remains unresolved as defined in §9.24 ORC.

Signature: _____ Title: _____

Subscribed and sworn before me this _____ day of _____, 20 ___.

Notary Public _____

Printed Name of Notary:_____

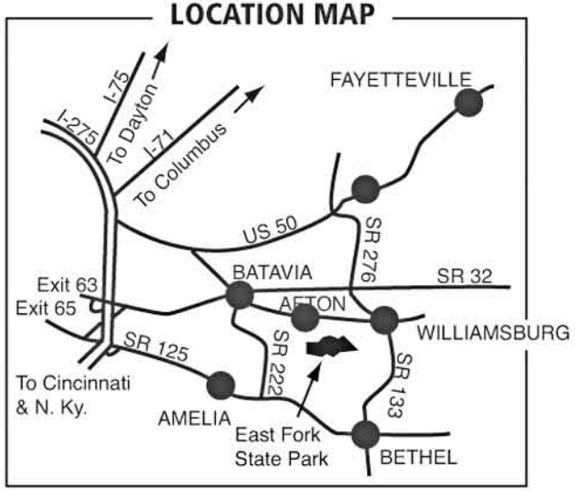
My Commission expires: _____

East Fork State Park

3294 Elklick Rd.
Bethel, OH 45106

(513) 734-4323 - Park Office
(513) 724-6521 - Camp Store

LOCATION MAP



LEGEND

- Park Office
- Picnic Area
- Picnic Shelter
- Launch Ramp
- Parking
- Park Road
- Amphitheater
- Horsemans' Camp
- Boat Swim/Camp
- Basketball
- Miniature Golf
- Mountain Bike Trailhead
- Loop Trail Trailhead
- Overnight Backcountry Campsite-Number
- Buckeye Trail-North country Nat'l Scenic Trail @ Amer. Discovery Trail (Blue Blaze)
- Bridle Trail
- Steve Newman Worldwalker Perimeter Trail (Green Blaze)
- Backpack Trail
- Park Boundary
- U.S. Army Corps Visitor Center
- Dump Station
- Wheelchair Accessible

Scale
0 1/4 1/2 1 mile

ATTACHMENT F

Rev. 5/06