



Proposal for Professional Services at Snyder Park - Aerial Adventure Course, RFP #565-11551

For the attention of:
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Trade Secrets:

The following sections and/or portions of the Proposal for Professional Services at Snyder Park - Treetop Adventure Course is protected as trade secrets and exempt under Florida Public Records Law, Florida Statutes Chapter 119.07, and not to be distributed or released to the public without prior consent from Go Ape.

Trade secret entails “information, including a formula, pattern, compilation, program, device, method, technique, or process that:

- (a) Derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable by proper means by, other persons who can obtain economic value from its disclosure or use; and
 - (b) Is the subject of efforts that are reasonable under the circumstances to maintain its secrecy.”
- Florida Statutes Chapter 688.02(4), Florida Uniform Trade Secrets Act.

These following sections are protected as trade secrets:

- Sections 4.3.1 and 4.3.2 Instructor Training and Participant Training– This section contains detailed program and process information regarding the training of employees and instructors for the course operation, which are not readily available to the public and involved economic investment by Go Ape to develop. Competing operations would derive economic value from its disclosure without the reciprocal investment as they could merely imitate the programs. Accordingly, the training program and processes contained in this section are restricted from disclosure as trade secrets.
- Section 7 Treatment of Issues - This section contains detailed information as to methods and techniques of operation of a treetop adventure course. These techniques are not readily ascertainable by third parties and Go Ape maintains the secrecy of such in the manner in which the information is restricted from disclosure. Competing businesses would derive economic value from its disclosure in usurping the techniques and methods developed after extensive financial investment. Accordingly, the treatment of issues section is restricted from disclosure as a trade secret.
- Section 8 Financial Offer – This section contains the formula for which Go Ape’s competitive formula is derived in offering a business proposal. Go Ape does not share this formula, except in proposing contracts, and does so under strict confidence. Third party competitors would gain competitive advantage in ascertaining this formula by having first hand knowledge of Go Ape’s bidding methodology. Accordingly, the financial offer section is restricted from disclosure as a trade secret.
- Appendix C: Go Ape Waiver - This section contains the specific method by which Go Ape provides written protections from liability and risk acknowledgment. Go Ape invested financially in developing this method through the engagement of a legal team. Competing operations would derive economic value from its disclosure without the investment thereto. Accordingly, the Go Ape Waiver is restricted from disclosure as a trade secret.
- Appendix D: Example of Safety Brief – This section contains the detailed program and techniques utilized and developed by Go Ape to educate and prepare its participants for the course. It developed this program to ensure its operations were of the highest level of standard of care and invested heavily in doing so. Competing operations would derive economic value from its disclosure without the investment thereto. Accordingly, the example safety brief contained in Appendix D is restricted from disclosure as a trade secret.
- Appendix E: Emergency Plan - This section contains the detailed program developed by Go Ape that is essential to its operation. The emergency plan is specific to Go Ape’s operations

and not disclosed unless required by a contract proposal under strict confidence. Competing operations would derive economic value from its disclosure without the investment thereto. Accordingly, the example emergency plan contained in Appendix D is restricted from disclosure as a trade secret.

- Section 4.6.2 and 4.6.3 Sample Operating Report and Sample Annual Statement – This section is exempt from disclosure under Florida Public Records Law, Florida Statutes Chapter 119.071(1)(c).
- 1.1A Response Form and Attached financial statements – This section is exempt from disclosure under Florida Public Records Law, Florida Statutes Chapter 119.071(1)(c).
- Appendix B – This section contains personal information – This section is exempt from disclosure under Florida Public Records Law, Florida Statutes Chapter 119.071(1)(k)(1).



1. EXECUTIVE SUMMARY

Go Ape, with its more than a decade of industry experience and development of courses within public-private partnerships, has the unique skill set required to qualify it as the optimal aerial adventure course service provider to design, construct, and operate its course for the City of Fort Lauderdale's Park and Recreation's Department (CFLPR). Go Ape provides an excellent recreational and educational experience while supporting the mission of its park partner and preserving the environmental integrity of the park. Go Ape understands the mission of CFLPR to provide the opportunity to community members "to experience fun and rewarding recreation programs, events, and leisure activities in an aesthetically pleasing and safe environment, accessible to all."

Having worked with other high caliber park's departments, including several National Recreation and Parks Association (NRPA) Gold Medal winning parks departments, Go Ape understands the goals of CFLPR to provide high quality services to the community that provide an opportunity for recreation, improvement of their physical and mental well-being, and enhancement of their quality of life.



Go Ape has the proven ability to adapt to the unique requirements of its park partners as demonstrated through its 12 successful public-private partnerships with park departments and NRPA Gold Medal winning parks (displayed above) across the country.

Go Ape is continually striving to reach its highest potential and will contribute to the economic, social, and environmental goals of the CFLPR and the community. Through its unique activity and additional services offered, Go Ape will promote health and fitness, stimulate social interaction and foster community engagement, all of which will enhance the quality of life for the community. As will be demonstrated throughout this proposal, a partnership with Go Ape will contribute to the core values of CFLPR of fun, environmental stewardship, professional development, accessibility, wellness, customer service, and cooperation/respect.

In addition to Go Ape's turnkey aerial adventure course services provided at no cost to CFLPR, Go Ape will also perform stewardship activities, which can range from removal of non-native invasive species, performing park clean-ups, organizing fundraisers for park friends groups, and creating partnerships with local non-profits to provide free and



discounted tickets to Go Ape to ensure underserved and special needs communities can participate in the activity. Go Ape also provides educational elements, including signage, throughout the course and facilitated educational programs on the course. Go Ape performs these additional activities at each of its courses to ensure the benefits of the partnership are distributed to the whole community and reflect the goals of its partners.

Go Ape has the proven ability to adapt to the unique requirements of its park partners as demonstrated through its twelve successful public-private partnerships with park departments across the nation. The development of a partnership that meets the goals of both parties requires a unique set of characteristics to be successful. Go Ape's partnership success is the result of its overall partnership strategy characterized by three unifying key qualities of Go Ape: Relevant Experience, Environmental Sustainability, and Alignment of Park Goals.

Relevant Experience

- Go Ape ensures a smooth partnership transition by leveraging our 12 prior course building and operating experiences with public parks.
- Go Ape utilizes reliable IT systems that have proven to provide the transparency required by its public park partners.
- Go Ape has proven a substantial and consistent revenue generation for each of its park partners.
- Go Ape provides a one-of-a-kind amenity to parks that have proven successful in engaging all ages and athletic types, thereby enhancing the recreational offerings available to members of the community.
- Go Ape is the safest operator in the industry with over 5 million successful participants completing the course and robust systems to manage customer safety throughout course operation

Environmental Sustainability

- Go Ape provides high emphasis on environmentally sensitive course operations and will ensure the course and its fixtures fit seamlessly into the park.
- Go Ape leverages environmentally sensitive best practices and a concern over course aesthetic with regard to the build and operations within public parks.
- Go Ape leverages arboreal experts within the area to ensure the long-term health of the forest within and around the course.
- Go Ape engages the community by organizing and participating in stewardship activities around the course area and the park. These have included park clean-ups, non-native invasive removal, tree plantings, and construction of bat and bird boxes.

Alignment of Park Goals

- Go Ape works with Friends of the Park and other civic groups to create interpretative signage that reflects the local history and ecology of the park.
- All of Go Ape's service offerings are fully funded and require NO capital from park partners.
- Go Ape distributes its benefits throughout the community to ensure that the entire community can participate in the activity through targeted discounts (local residents,



fire and rescue, etc.) and the donation of a portion of its tickets to underserved and special needs communities.

- Go Ape ensures a partnership with an accountable authority that is equally concerned with public perception and the reflection that the operation will have on the park partner and community.

All of these unifying partnership attributes are a reflection of best practices with Go Ape partners and visitors around the country. The easiest way to understand the Go Ape value is to view its participant feedback and talk directly to current park partners. Throughout this proposal, feedback and unsolicited comments from participants will be provided, as well as the contact information of Go Ape partners to give CFLPR and Snyder Park insight into the success of Go Ape. Go Ape proposes to design, build, and operate a hybrid tree-based and pole-based Treetop Adventure Course by the fall of 2016 and provide the option for an additional Treetop Junior Course in the following year.

1.1 Business Entity and Office

Go Ape is at the forefront of US aerial adventure courses when Adventure Forest, LLC was incorporated in Delaware in 2009. Adventure Forest, LLC is the parent company of all Go Ape entities in the United States. The principal office for Adventure Forest, LLC is located in Frederick, Maryland with majority ownership held by Dan & Jenny D'Agostino and Chris Swallow. For each new treetop adventure course that Go Ape opens and operates, a new legal subsidiary is formed. Go Ape Snyder Park LLC will be the legal business name used on all legal documents for this operation with a Ft. Lauderdale, Florida business address that will be established post-award and before the contract is executed. Go Ape Snyder Park LLC will be appropriately licensed and registered with the State of Florida.

1.2 Officers and Key Personnel

Details can be found in Section 4.2.2.



2. EXPERIENCE AND QUALIFICATIONS OF GO APE

Go Ape is at the forefront of US aerial adventure courses when Adventure Forest, LLC was incorporated in Delaware in 2009. Adventure Forest, LLC is the parent company of all Go Ape entities in the United States. The principal office for Adventure Forest, LLC is located in Frederick, Maryland with majority ownership held by Dan & Jenny D'Agostino and Chris Swallow. For each new treetop adventure course that Go Ape opens and operates, a new legal subsidiary is formed. Go Ape Snyder Park LLC will be the legal business name used on all legal documents for this operation with a Ft. Lauderdale, Florida business address that will be established post-award and before the contract is executed. Go Ape Snyder Park LLC will be appropriately licensed and registered with the State of Florida.

Go Ape's Head Office location is in Frederick, MD:

241 E 4th Street

Suite 105

Frederick, MD 21701

Phone number: (800) 971-8271

Email: info@goape.com

Website: www.goape.com

Contact Person: Chris Swallow, 415-553-0769, chris@goape.com, Director

Company Structure: LLC

Company Size: Over 200+ full-time and part-time personnel

It is important to note that not only does Go Ape have the experience to develop and operate a premier aerial course for CFLPR, but as detailed below, it also has the financial ability, the equipment, personnel, and organization to do so in a manner similar to its existing courses, guaranteeing a successful partnership.

"Go Ape has provided an exciting new recreational opportunity to the visitors of Eagle Creek Park, while fitting seamlessly into the park surroundings." – *Jen Pittman, Deputy Director, Indy Parks & Recreation*

Currently, Go Ape USA operates 12 courses, each within a public park of similar size and proximity to a major metro area, with the addition of several new course openings expected in 2016. The locations and partners that Go Ape USA has designed, built, and operated similar courses to those proposed herein are as follows:

1. Rock Creek Regional Park (Rockville, MD) - Maryland National-Capital Park and Planning
2. Eagle Creek Park (Indianapolis, IN) - Indy Parks
3. Freedom Park (Williamsburg, VA) - James City County Parks and Recreation
4. Lums Pond (Bear, DE) - Delaware State Parks
5. North Park (Pittsburgh, PA) - Allegheny County Parks and Recreation
6. Creve Coeur Memorial Park (St. Louis, MO) - St. Louis County Parks and Recreation
7. North Myrtle Beach Parks and Sports Complex (City of North Myrtle Beach, SC) - City of North Myrtle Beach Parks and Recreation
8. Mill Stream Run Reservation (Cleveland, Ohio) – Cleveland Metroparks
9. Shelby Farms (Memphis, Tennessee) – Shelby Farms Park Conservancy
10. AW Stanley (New Britain, Connecticut) – City of New Britain Parks
11. Blue Jay Point (Raleigh, North Carolina) - Wake County Parks and Recreation



12. Jefferson Memorial Forest (Louisville, Kentucky) – Louisville Metroparks
13. Oak Point Park (Plano, TX) – *opening 2016*
14. Swope Park (Kansas City, MO) – *opening 2016*
15. Bemis Woods (Chicago, IL) – Forest Preserve District of Cook County, *opening 2016*

It is important to note that not only does Go Ape have the experience to develop and operate a premier Treetop Adventure course for CFLPR, but as detailed below, it also has the financial ability, the equipment, personnel, and organization to do so in a manner similar to its existing courses, guaranteeing a successful partnership. Go Ape has an excellent financial record, with no judgments, lawsuits, or defaults on debts.

“Go Ape has provided an exciting new recreational opportunity to the visitors of Eagle Creek Park, while fitting seamlessly into the park surroundings.” – *Jen Pittman, Deputy Director, Indy Parks & Recreation*

The following section will provide course details, course pictures, points of contact, and ability to meet time and budget requirements for 7 selected courses from the last several years demonstrating the experience and qualifications of Go Ape. Each park required adaptation to the unique requirements of the individual parks and successfully implemented its operational plan, establishing it as an asset to the community in which it is located.

Rock Creek Regional Park

The Go Ape Rock Creek Regional Park course is made up of 6 zip lines (including the USA’s first and only skateboard zipline!) numerous rope ladders, 44 crossings to include the Stirrups and Twister and 2 tarzan swings. There are 6 individual sections within the course, each section taking you higher into the forest canopy and finishing with a zip line through the trees.

The course is centered around the beautiful 75-acre Lake Needwood in Rock Creek Regional Park, just outside Washington DC in Rockville, Maryland. The course is surrounded by hiking trails through forests and along lakeshores, includes picnic areas, boat rentals, fishing and the beginning of the 12 mile Rock Creek hiker/biker trail into Washington DC. An example of some of the obstacles incorporated at Rock Creek Park are shown below

Rock Creek Obstacles





ROCK CREEK PARK	
Place & Period of Performance	6129 Needwood Lake Drive, Rockville, Maryland 20855 10 year lease term with two extension options of 5 years
Start of Construction and Completion	Construction started on March 26 th , 2010 and was completed on May 1 st . The course was open to the public on May 8 th
Build Value	~\$620,000 for adult course
Park Entity	Maryland National Capital Park and Planning Commission (M-NCPPC)
Client POC	Name: Mr. Michael Riley Title: Parks Director Telephone: 301-495-2500 Email: mike.riley@montgomeryparks.org Address: M-NCPPC, 9500 Brunett Avenue, Silver Spring MD 20901 Website: http://www.mongomeryparks.org Go Ape Webpage: Go Ape Rock Creek
Build Deliverable	Build completed on time and on budget

Eagle Creek Park

Go Ape's first treetop adventure course (zip lines, obstacles and more) in the Midwest, is just minutes from downtown Indianapolis. With views of Eagle Creek Reservoir, the Go Ape treetop adventure course allows participants to experience Eagle Creek like never before. There are 5 sections of the course made up of numerous rope ladders, 39 crossings to include the Log Balance, Flying Carpet and Tic Tac Toe, 2 tarzan swings and 5 zip lines. Examples of some of the features from the Eagle Creek course are shown below.

Eagle Creek Obstacles



EAGLE CREEK PARK	
Place & Period of Performance	7840 W 56TH St, Indianapolis, IN 46254 15 year license term with an option for a 5 year extension
Start of Construction and Completion	Construction started on April 13 th , 2012 and was completed on May 15 th . The course was open to the public on May 23 rd .
Build Value	~\$500,000 for adult course
Park Entity	Indy Parks and Recreation



Client POC	Name: Ms. Lisa Leming Title: Strategic Partnerships Manager Telephone: (317) 327-7058 Email: Lisa.Leming@indy.gov Address: City of Indianapolis Department of Parks & Recreation City-County Building 200 E. Washington St., Suite 2301 Indianapolis, IN 46204 Website: www.indy.gov/parks Go Ape Webpage: Go Ape Eagle Creek
Build Deliverable	Build was delivered on time and on budget

Freedom Park

Go Ape's first treetop adventure course in Virginia is just minutes from [Colonial Williamsburg](#) in [Freedom Park](#). Rich in historical significance, visitors are able to explore the site of a 18th century cemetery, the Revolutionary War Battle of Spencer's Ordinary and recreated cabins showing the nation's earliest Free Black Settlements in America.

Freedom Park - Go Ape Treetop Junior

The Go Ape Treetop Junior course allows participants younger than 10 and over 3'3" to enjoy the treetops at Freedom Park. The Treetop Junior course is the first Go Ape course in the United States designed and built specifically for children. The course entails 20 obstacles and 2 zip lines that are navigated from a main platform, providing a 1 to 1.5 hour experience. The course utilizes an easy to use continuous belay system that ensures participants are always safe while on the course. On a continuous belay system participants are connected onto a wire rope (the lifeline) at the beginning of the course and fully secured throughout the entire activity until they return to the ground. This system enables children to proceed alone without an accompanying adult on the Treetop Junior course. Examples of some of the features from the Freedom Park – Go Ape Treetop Junior course are shown below.

Freedom Park Junior Course Obstacles





Freedom Park - Go Ape Treetop Adventure

The Go Ape Treetop Adventure course at Freedom Park is made up of numerous rope ladders, 37 new and exciting crossings to include the Trapeze, Wobbly Ladder, Big U and Spider's Web, 2 tarzan swings and 5 zip lines. There are 5 individual sites within the course, comprising an overall rewarding outdoor experience to participants complimenting the diverse cultural and recreational activities in the area.

Other Go Ape Locations

FREEDOM PARK	
Place & Period of Performance	5535 Centerville Road Williamsburg, VA 23188 10 year lease term with two extension options of 5 years
Start of Construction and Completion	Construction started on February 22 nd , 2012 and was completed on March 28 th . The course was open to the public on April 7 th under sold-out conditions. Treetop Junior opened to the public on March 23, 2013, under sold-out conditions.
Build Value	~\$500,000 adult course, \$225,000 for junior course
Park Entity	James City County Parks and Recreation
Client POC	Name: Mr. John Carnifax Title: Parks Director Telephone: 757-259-5361 Email: jcarnifax@james-city.va.us Address: JCC, 5300 Palmer Lane, Suite 1A , Williamsburg, VA 23188 Website: http://www.jccgov.com/recreation/ Go Ape Webpage: Go Ape Freedom Park
Build Deliverable	Build was delivered on time and on budget

The following courses were opened at various points last year.

Creve Coeur Memorial Park	
Park Entity	St. Louis County Parks
Contact Name	Name: Mr. Tom Ott Title: Director Telephone: (314) 615-7017 Email: tott@stlouisco.com Address: St. Louis County Parks 41 S. Central Ave. Clayton, MO 63105 Website: http://www.co.st-louis.mo.us/ParksandRecreation Go Ape Webpage: Go Ape Creve Coeur Park
Period of Performance:	Opened in July of 2013 15 year term with a 5 year option
Build Value:	~\$500,000 adult course
Build Deliverable	Build was delivered on time and on budget

Lums Pond Park	
Park Entity	Delaware State Parks
Contact Name	Name: Mr. Greg Abbott Title: DNREC Deputy Principal Assistant Telephone: (302) 739-9203 Email: Greg.Abbott@state.de.us Address: Delaware State Parks



	89 Kings Highway Dover, DE 19901 Website: http://www.destateparks.com/ Go Ape Webpage: Go Ape Lums Pond Park
Period of Performance	Opened in June of 2013 10 year term with an two 5 year options
Build Value	~\$500,000 adult course
Build Deliverable	Build was delivered on time and on budget

North Park	
Park Entity	Allegheny County Parks and Recreation
Contact Name	Name: Mr. Andrew Baechle Title: Parks Director Telephone: (412) 350-7275 Email: Andrew.Baechle@AlleghenyCounty.US Address: Allegheny County Parks and Recreation County Office Building 542 Forbes Avenue - Room 211 Pittsburgh, PA 15219 Website: http://www.alleghenycounty.us/parks/index.aspx Go Ape Webpage: Go Ape North Park
Period of Performance:	Opened in April of 2013 10 year term with two 5 year options
Build Value	~\$500,000 adult course
Build Deliverable	Build was delivered on time and on budget

A.W. Stanley	
Park Entity	City of New Britain Parks and Recreation
Contact Name	Name: Mr. Erik Barbieri Title: Acting Parks Director Telephone: 860-826-3453 Email: ebarbieri@newbritainct.gov Address: Allegheny County Parks and Recreation 27 West Main Street, Rm. 302 New Britain, CT 06051 Website: http://www.newbritainct.gov/index.php/city-services/parks-a-recreation/overview.html Go Ape Webpage: http://goape.com/zip-line/aw-stanley-park
Period of Performance:	Opened in June of 2015 10 year term with two 5 year options
Build Value	~\$500,000 adult course
Build Deliverable	Build was delivered on time and on budget



3. PROJECT APPROACH

Go Ape is founded on principles of encouraging participants from diverse demographic groups to live life adventurously and enjoy an active lifestyle outdoors, while promoting an awareness and responsibility for the natural environment and complex ecosystem in which it is located. By designing a course accessible and appealing to broad demographic groups, Go Ape can maximize citizen use by providing a new avenue of outdoor recreational exercise promoting enjoyment of the parks and the health and wellness of its community. Moreover, participants have found the course to be a confidence builder, which encourages cooperation and respect among participants. Go Ape recognizes the mission of CFLPR to provide opportunities to experience fun and rewarding recreation programs, events and leisure activities, in an aesthetically pleasing and safe environment, accessible to all, and is confident that it can deliver an opportunity that exceeds this goal.

A Go Ape Treetop Adventure course is designed to be as accessible and an appealing form of outdoor recreation to as many people as possible, in terms of age, physical ability, tolerance of adventure, price and those participants with disabilities. To date, Go Ape's oldest participant is a 92-year-old grandmother who celebrated her birthday at one of its courses with her grandchildren.

Customer Feedback: Fun for All Ages

"Fun for Teens and Adults!"

★★★★★ Reviewed July 16, 2015

Had a great time at Go Ape in Blue Jay Point County Park. The setting is beautiful and although it was a very hot day, the shade in the park is wonderful and there is water at each station. Took 3 teenagers age 14, 16 and 17. We all had a blast and they had fun encouraging the "old lady" of the group to keep going and try each obstacle. It's a great alternative to amusement parks and great exercise!

Visited July 2015

Go Ape has undertaken extensive market research on the visitors to its existing courses, and determined there to be four distinct customer segments that compose Go Ape's target market and represent 90 percent of its visitors. These customer segments and their individual needs are:

- Established Families – creating memories, establishing their family history, reinforcing family values, activity is time sensitive
- Young Singles – exploring life and the outdoors, seize all opportunities for fun and new experiences
- Young Parents – keeping in contact with themselves (as a couple) and with single friends, activity is time sensitive
- Extreme Adventurers – all things outdoors is a passion, spending time with less ambitious partners or friends

This research highlights that the Go Ape experience appeals to a large population of people, not just the young and adventurous types. Another key finding is the high level of customer



satisfaction and customer desire to return to the course. Based on this market research, it can be assumed that visitors to a Go Ape course at Snyder Park would closely mirror the segments and conclusions gained from this market study. The following table provides a high-level summary of the market research per market segment.

Customer Segments	Portion of Go Ape Customers	Average Age	Definitely Recommend	Visit Again	Key Attributes
Established Families	~40%	45 and 12	71%	65%	<ul style="list-style-type: none"> Have kids > 10 yrs Think it is important to stay active and treat their kids to fun experiences Important that kids grow up into well rounded people
Young Singles	~ 20%	25	73%	67%	<ul style="list-style-type: none"> Focus is career/friends before family Think of themselves as adventurous, sociable, competitive and fun 20 and 30 somethings
Young Parents	~ 20%	31	81%	70%	<ul style="list-style-type: none"> Couples, with kids <10 yr old and too young to take part in activity
Extreme Adventurers	~ 10%	34	70%	66%	<ul style="list-style-type: none"> More male (62%) than female Think of themselves as very adventurous

Based on the age profiles of our initial 5 million customers, each Go Ape course is designed to provide for and appeal to the hard to engage elementary aged children, teenagers and twenty somethings.

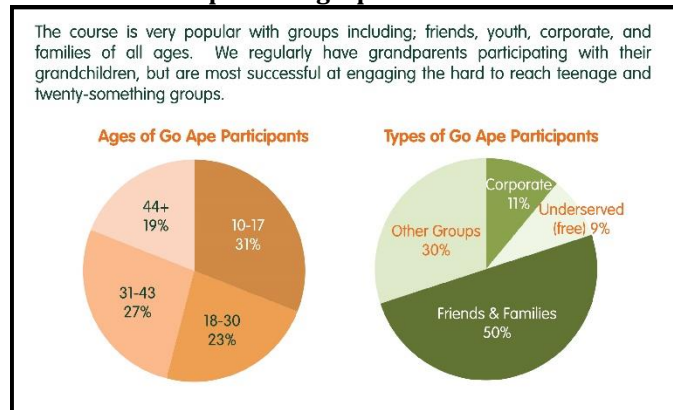
Customer Feedback: Target Market Segments



The graphics below demonstrate our course's diverse demographic draw taken from our first two years at Go Ape Rock Creek in Rockville, MD.



Go Ape Demographic Breakouts



With the goal of attracting a broad range of individuals in mind, Go Ape will work in collaboration with CFLPR to design an exciting course while maintaining the environmental integrity of Snyder Park.

Go Ape proposes to offer develop a Treetop Adventure course in the first year following an award at Snyder Park, with an option to develop a Treetop Junior Course in year 2 depending upon design possibilities and the success of the Treetop Adventure Course. Go Ape will do so in a manner that reflects the goals and mission of CFLPR by providing its citizens an accessible, fun and rewarding recreation activity in an aesthetically pleasing and safe environment.

3.1 Course Design and Location

Go Ape utilizes proven methods of design and installation to ensure its courses are developed in a fashion that ensures quality craftsmanship, while at the same time, maintaining a high regard for the natural surroundings thereby fostering a low impact avenue of increasing visitors to Snyder Park. Each aspect of the course design and build is developed through careful consideration of the unique park features in combination with Go Ape's extensive experience to ensure both a high quality adventure for participants and seamless integration with the park's existing amenities.

Prior to construction of the Treetop Adventure course at Snyder Park, Go Ape will work with CFLPR and any other requested stakeholders to identify environmental sensitivities within the proposed course.

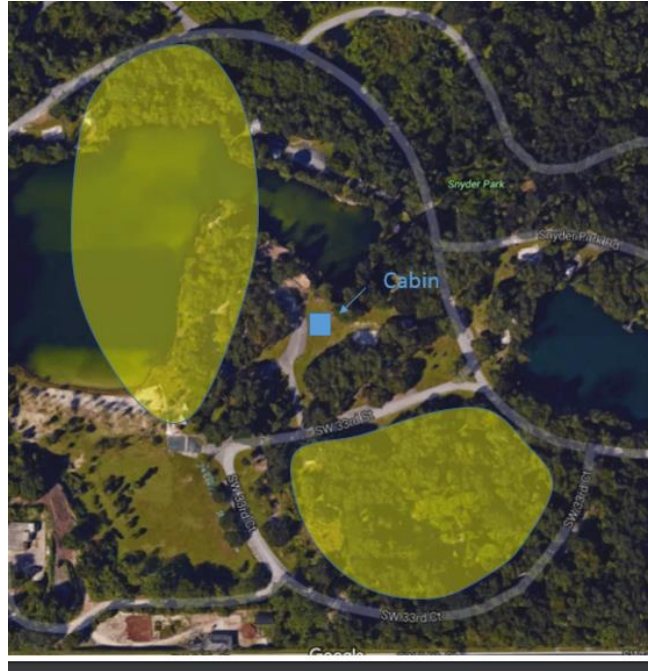
The proposed location for the Go Ape Treetop Adventure course is within the trees of Snyder Park. Go Ape believes this course location is ideal due to its visibility with other park visitors, access to major roads, picnic areas and existing hiker/biker trails. Moreover, some of the trees in this location can be used as well as poles to provide unique access to forest canopies. The location also provides accessibility for build and operations that will ensure the course can be built with minimal environmental impact. The figure below provides the catchment area of the proposed course location. The proposed course will cross the lake at two points. Further

"Go Ape has provided an exciting new recreational opportunity to the visitors of Eagle Creek Park, while fitting seamlessly into the park surroundings." – Jen Pittman, Deputy Director, Indy Parks & Recreation



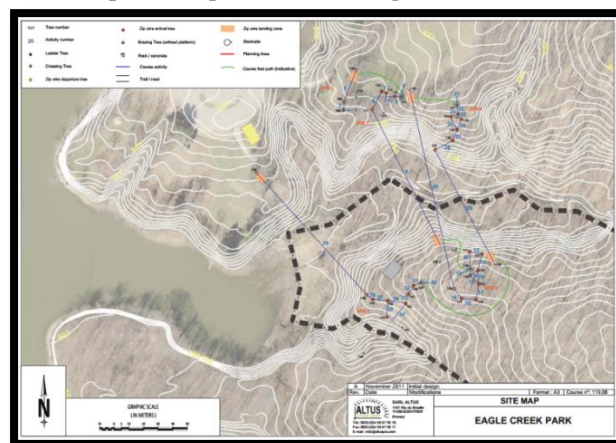
discussion is required to determine the exact which location provides a balance of a thrilling experience while not inhibiting existing activities.

Catchment Area of the Course



A Go Ape Treetop Adventure Course generally occupies less than an acre of total ground space and between 5 to 10 acres within the trees. Go Ape does not require exclusive use of the course area, with the exception of the take-off (access points to the course) and landing areas. Non-participants are free to hike and walk below and view the course and participants as they partake in the Go Ape experience. An example of a Go Ape course design and its limited presence within the course area is demonstrated below, which is Go Ape Eagle Creek Park Course design, under a partnership with Indy Parks in Indianapolis, IN.


Sample Go Ape Course Design for Reference





Go Ape will ensure, as accomplished in all of its partnerships, that no existing public uses will be negatively impacted by its presence. With Go Ape's low impact construction and operational procedures, addition of infrastructure, and reservation system to manage participant traffic, this proposed location would serve as a perfect complement to the existing amenities offered at Snyder Park. Visitors will have an amenity that will provide unique experience within the tree canopies of the park, at the same time engaging in exercise, teambuilding, and development of personal confidence building skills.

Participants Feedback: Great Time and Park Usage

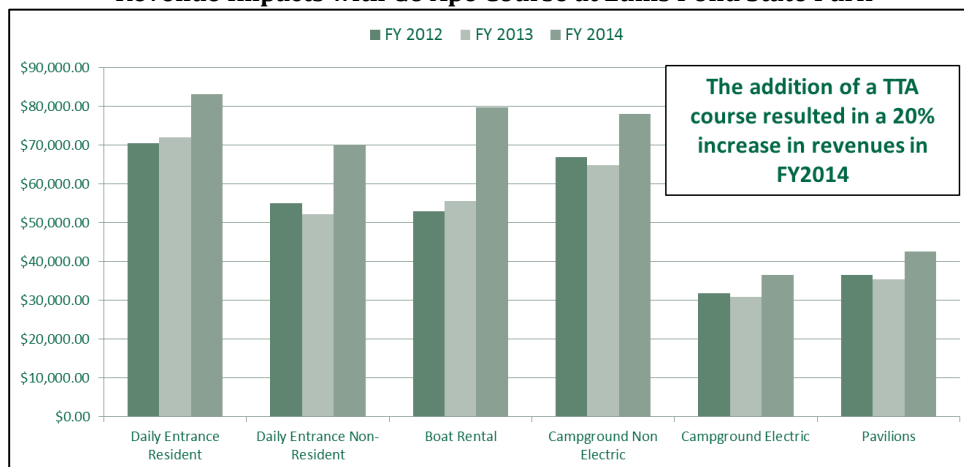


Susan Townsend
2 weeks ago

★★★★★ Worth the price, we spent over three hours and loved it. Got up high enough to see eagle's nest once. We are going every year now. Sign up same day for best weather. Rather go without heavy coats. So glad my kids were young enough to need an adult with them, so I "had" to go! Great activities to do while waiting. Water available all along the course. Nice safety features and monitoring for compliance. We came down starving, and it's in a nice park with picnic tables, so in the future I'll have the picnic ready! Some of the best fun I've had!

Even more, a Go Ape course will attract thousands of new visitors to the park, bringing additional revenue and a larger customer base. In fact, it has been found that a Go Ape Treetop Adventure course creates both an increase in revenue for its park partners' existing amenities, and serves as an introduction of new visitors to park amenities. Existing Go Ape courses attract as high as 90 percent unique visitors to a park (individuals that have never been to the park) and an average of nearly 70 percent across all its courses. Additionally, the increase in visitation and desire for a full-day park experience has increased overall revenues for the parks in which Go Ape is located. For example, at the Go Ape Delaware course in Lums Pond State Park, data collected by Delaware State Park officials indicates that the addition of the Go Ape Treetop Adventure course resulted in a 20 percent increase in revenue for other amenities of the park in 2014.

Revenue Impacts with Go Ape Course at Lums Pond State Park



For these reasons, Go Ape believes the proposed location is ideal in its ability to meet the goals of CFLPR and will allow for the development of a one of a kind aerial adventure for park visitors.



Hybrid Pole Based and Treetop-based Courses



3.2. Course Construction

Go Ape builds its courses in a manner that provides its participants with an exciting adventure through the forest canopies, while engendering a greater appreciation of the complex ecosystems of the park. In order to

FORCE believes that Go Ape will seek to be a responsible and environmentally-sensitive partner in any community in which it operates. – Joan Furlong, Program Manager, Friends of Rock Creek Environment

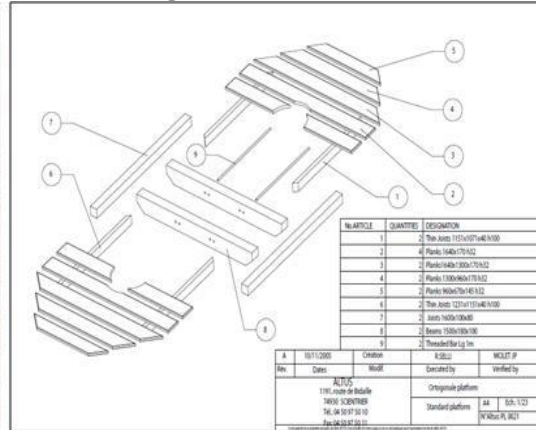
do so, Go Ape focuses its build techniques on environmentally sensitive construction that preserves the ecosystem in which its courses are located. The Go Ape construction team has developed specialized techniques to build the course, which eliminate the use of cranes or other destructive instruments. Moreover, Go Ape's construction team is knowledgeable and experienced in working with building code requirements and will ensure the course is built to meet all required codes and obtains all necessary permits. In the design of this course, Go Ape anticipates the need for some poles to fill-in locations where no trees are available and gain height for cross water ziplines, which Go Ape has done on several occasions.

Go Ape provides all labor, materials, and provisions necessary to produce the course design, as well as all necessary design and construction drawings to complete the course and obtain necessary permitting approvals. The course construction takes approximately four to six weeks to complete; a timeframe Go Ape has met on each of its course builds. Timber utilized for course construction is obtained from sustainable sources. The individual course elements are built off-site, and delivered at the onset of construction, thereby reducing construction time and minimizing space necessary for the project.

The primary installation technique for aerial elements involves the ascension of designated trees using arborist-climbing equipment, i.e. harnesses and a system of ropes. There are absolutely no spikes used in climbing trees to affix the aerial obstacles. Once ascended, the course obstacles are affixed to the trees by hand without harming the health of the tree. Go Ape uses protective staves and bracing to keep the cabling and platforms off the trees to ensure the trees are allowed to grow properly. Moreover, platforms are monitored and adjusted when appropriate to allow for tree growth. Bird boxes are frequently incorporated into the aerial elements, creating new habitats for wildlife.



Platforms and Tree Bracing



Course Materials and Platform Design



All ground elements, such as landing zones and stockades (the fenced access points to the course), utilize woodchips, which provide a natural impact-absorbing surface and are a great habitat for bugs and beetles, while also benefitting birdlife. The brush or deadwood is left in situ to create habitat piles, which are important for invertebrates and small mammals. Go Ape has implemented these sustainable habitat improvement features at various courses, including the erection of bird boxes, bat boxes and habitat piles.

Bird Box construction for Lums Pond State Park in Bear, DE; Bat Box Installation at Freedom Park, Williamsburg, VA(left to right)





Short participant trails will be necessary to allow instructors and other park visitors the ability to view the participants from the ground. Go Ape will create and maintain these trails in accordance with park policies, and will be designed to minimize soil disturbance. Moreover, Go Ape ensures the protection of tree roots in a twofold manner: through the direction of the trail path away from roots and placement of woodchip surrounding the base of the tree roots. Go Ape will also remove deadwood from trees and branches around the course area to ensure the safety of participants and non-participants in compliance with proper forestry practices.

The course construction will also include the above mentioned stockades, which entail fencing around each of the access points on the course with a lock to prohibit unauthorized access by non-Go Ape participants, as shown below.

Site Entry Lock; Site Entry Fencing (left to right)



Because the trees and natural environment in which Go Ape courses are located are vital to the experience of its participants, Go Ape goes to great lengths to ensure they remain protected and cared for throughout the build and for the duration of its operations. Go Ape's Head of Construction is a ASA certified arborist, and manages his team to ensure the best care is afforded to trees utilized for the course. Moreover, an independent arborist is engaged to provide a tree inspection and report to ensure the safety of the trees used in the course design, and to provide an annual report on the health of the trees thereafter. Accordingly, Go Ape seeks to avoid tree removals in its course designs. If any trees require removal, Go Ape will financially compensate CFLPR for each tree removed.

Go Ape will deliver, at the conclusion of its course build, a unique recreational opportunity to its participants that enhances their quality of life that was developed with the upmost respect and concern for the environment.

3.2.1. Course Security

Go Ape has proven security measures that ensure the course is accessed only by authorized individuals during both operating and non-operating hours. During operation, the access points to the course obstacles are accessible only through use of a numbered combination lock code. Additionally, instructors patrol the course throughout operational hours and are trained to handle situations of attempted unauthorized access. However, Go Ape has found such attempts to be exceedingly rare to non-existent.

At the conclusion of each operational day, Go Ape staff will close the course to prevent unauthorized access afterhours. Closing the aerial adventure course consists of inspecting the course elements, locking all access points and removing all ladders from the ground and



raising them to the platform-level height (30-40 feet). This ensures that unauthorized individuals who may try to reach the course do not have a point of access that will allow them to reach the platforms 30-40 feet within the trees. At the start of each day, instructors use specialized equipment to ascend the ziplines and navigate the course backwards until they bring down the ladders from height and affix them to the ground for participants. Go Ape has courses within similar distances to populated areas and residential homes and at each of these locations there can be some initial interest, but unauthorized visitors quickly find there is little to do within the course area or with the cabins and they are left untouched.

In all phases of the project, Go Ape will be solely responsible for the security of all equipment, supplies, materials, storage units and personal property as it has been in all of its park projects.

3.2.2. Environmental Maintenance

Go Ape will continue to work with Snyder Park or CFLPR officials to monitor and report any impacts of the course fixtures on the local environment. Go Ape recycles at the course cabin and reduces energy consumption where possible. Go Ape will ensure that its operation is orderly and its appearance complements the park ambiance. Trash and recyclables will be appropriately maintained and disposed of as requested by CFLPR. Furthermore, Go Ape has daily, weekly, monthly and annual inspections (detailed in Section 4.3.5) and procedures to ensure the safety and environmental preservation of the course and will mitigate any impacts.

Throughout the operation of the course, woodchip is placed around the base of those trees where participants and non-participants may walk underneath. These woodchips will be refreshed throughout the year to ensure that root impaction is kept to a minimum.

Go Ape has proven themselves to be active members of the parks community through their stewardship activities within Rock Creek Park. They are committed to being a responsible and environmentally-sensitive partner in any community which it operates. – *Matthew Flischer, Executive*

Additionally, root impaction is further avoided by the development of trails to keep foot traffic away from tree roots. Appropriately placed signage and Go Ape staff will encourage participants and non-participants to stay on the trails while walking within the course area on the ground to not impact sensitive roots. Over time, trails can be re-routed to disperse foot traffic and potential impaction away from frequently travelled areas. An initial tree reports created by an independent arborist will be used as a baseline for comparison against future annual inspections to determine impacts. The City arborist is also welcome to participate in this and future tree assessments. In our 14-year history, Go Ape has placed these platforms on over 850 trees without any major impacts that would cause their removal.

Go Ape has recorded no wildlife impacts from our operation, but in several cases created bird boxes and bat boxes as an additional measure to ensure local wildlife is not impacted by the course. If at the end of the contract, CFLPR wishes to remove the course, Go Ape can do so with little environmental footprint.

Go Ape plans several stewardship projects a year for each of our courses that include park clean-ups, non-native plant removals, native vegetation plantings, general trail



maintenance, among many others. We will work with CFLPR staff to determine the greatest need within Snyder and will reach out to local community groups to assist with these projects.

Selected Go Ape Service Projects



3.2.3. Environmental/Educational Programming

Go Ape strives to inform and educate Snyder Park visitors and Go Ape participants about the natural environment and cultural aspects of the park that they are visiting. One of the ways this is accomplished is through the creation of interpretive signage that informs visitors of the ecological and cultural aspects of Snyder Park and strategic initiatives of CFLPR. The interpretive panels will be placed throughout the aerial adventure course. The interpretive panels are created to appeal to the ages of all participants and the broad demographic of participants with access to the park.

Example of Educational Signage from Creve Coeur County Park (St. Louis County)



Go Ape offers a unique outdoor experience to people of varying ages and abilities. Not only does Go Ape provide a physically demanding recreational experience, we provide one in which educational components are discreetly interweaved throughout the course. Our guests enjoy learning about the environmental, cultural and/or historical aspects of the surrounding area and about opportunities to become good environmental stewards.

3.2.4. Infrastructure and Managed Use

In addition to the course itself, Go Ape will operate within the park's existing infrastructure without causing a negative impact. Any additionally required infrastructure will be provided by Go Ape at no cost to CFLPR and Snyder Park. At the conclusion of the contract,



this infrastructure will become the property of CFLPR for its future use. Go Ape has the experience to develop this infrastructure and ensure that it complements the course aesthetic, as well as the quality of other park amenities.

Parking

Go Ape understands the limitations and difficulties of Snyder Park's current infrastructure, including that of parking limitations. It recognizes the importance of properly managing the inflow of participants to the park so as to not negatively impact the overall park experience for visitors. For every day open, Go Ape manages participant usage of the course through its electronic booking system to limit any infrastructure or environmental burdens that could occur through over-crowding of the park. Currently, 90 percent of Go Ape participants book in advance through the website or call center, which allows Go Ape to dictate the flow of people to the park. For weekdays, sessions run hourly and for weekends, sessions run every 30 minutes. Every session size is limited to 14 participants for the TTA course and 14 per session for a TTJ course to reduce over-crowding and bottlenecks within the course and over-use of the dedicated parking area. Once operational, Go Ape will evaluate the flow of visitors to the course and determine if adjustments are needed.

Amenity	Maximum Number of Participants
Go Ape Treetop Adventure Course	Course is typically 2-2.5 hours. 30 minute sessions on weekends. Sessions capacity is 14 people. Max session frequency is every 30 minutes. Totals 84 people (MAX) on the course at one time.

Amenity	Maximum Number of Participants
Go Ape Treetop Junior Course	Course is typically 1.5 hours. 30 minute sessions on weekends. Session capacity is 14 people. Max session frequency is every 30 mins. Totals 42 people (MAX) on the course at one time.

Typical weekday usage averages 50 participants and weekend usage averages 120 participants over the park operation hours. The managed session times ensure that there are no sudden spikes in traffic or park attendance by Go Ape visitors. Maximum usage of the course would be 84 participants on the TTA course and 42 participants on the TTJ course, totaling 126 participants on the two courses (this maximum usage includes guests that may have already completed the course during the 2.5 hour time frame). The average carload for Go Ape courses is approximately 3.2 people per vehicle. This average person per vehicle was monitored and measured continuously over the past two years and remained consistent throughout the year. Given this assumption, 42 participant vehicles would require parking. An estimated 12 instructor parking spaces will be required as well with a total of 11 instructors and 1 manager working on site. Thus, the total parking spaces needed within the parking lot at one time when at capacity is a maximum of 56 spaces.

Go Ape has invested heavily in its appointment system in order to control the usage of the course to ensure that the activity is not perceived or creates the parking impacts of an amusement attraction. With Go Ape's appointment system in place, it is confident that the course will not infringe on park users or surrounding residential neighbors. If there is a impact to existing uses, Go Ape has the ability to amend the appointment size to decrease visitation to the course.



Go Ape has operated in other park locations with fee parking and has factored this rate into our pricing model. Go Ape does not require any designated parking.

Disruption to Business

Go Ape's experience within parks has required the development of an operational model that can accommodate park events including races, tournaments, or controlled hunts. Go Ape can adapt session times and sizes to mutually agreeable terms using its InforGen booking system. In doing so, Go Ape requires a yearly figure of the expected number of interruptions to the business and perspective dates in order to create its yearly operational plans and properly project its yearly numbers and staffing. Go Ape is more than happy to accommodate CFLPR's current estimate of 4 days per year. Together, Go Ape and CFLPR can plan for the disruptions so that minimal impacts to operations can be achieved. If any other dates come up, Go Ape would appreciate a 30-day notice of any planned events that will not enable Go Ape to operate concurrently, but utilizing its call center and on-site staff can make adjustments real-time and notify participants immediately of a change to the course schedule. Go Ape typically attends local park meetings to ensure that these events are communicated and appropriate action is taken to accommodate CFLPR needs. The management of Go Ape courses around existing park events occurs at every one of its 12 courses. With proper communication between Go Ape and park staff and subsequent changes to its booking system, there has been no major disruption to park partners' planned activities.

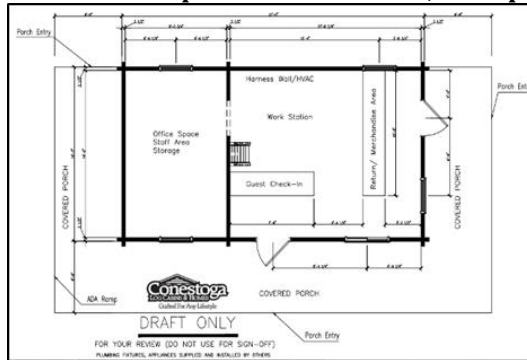
Cabin and Bathroom Requirements

Go Ape will require an operational facility to serve as the point of sale location and storage of the course equipment. Go Ape will be responsible for all permitting, engineering requirements, and maintenance for the cabin throughout the duration of the contract. Go Ape proposes to build a cabin, at no cost to CFLPR, similar to cabins constructed at its other locations to act as its staff office and storage facility. Go Ape will ensure the cabin meets with all state and local city code requirements, including ADA accessibility such as ramps to the operating cabin.

The typical Go Ape cabin is approximately 400 square feet and is a pre-fabricated unit. It is "Adirondack" style implementing a log siding look to the exterior, complementing the forest and "getting into nature" theme of the course. Moreover, the cabin includes covered decking on two sides, which can be used as shelter during inclement weather, thereby reducing any impact on existing accessible shelter for the park. Go Ape has successfully sought and obtained approval for and constructed 8 similar buildings, with 3 more currently in development. The picture below provides examples of the cabin floor plan and exterior view.



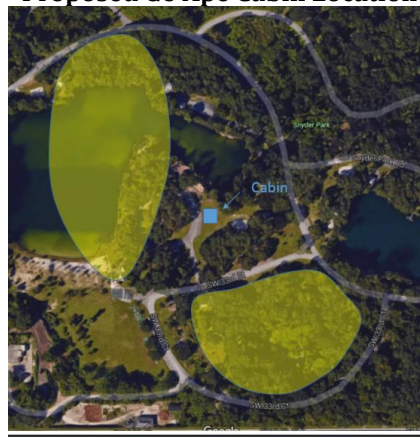
Example Cabin Floor Plan; Example Cabin Exterior (left to right)



Due to the length of time required for permitting for the cabin, Go Ape requests to use a temporary construction trailer (8' x 40' ft) for the first three to six months of operation until the cabin permitting and site plan is fully approved.

Go Ape will require ADA accessible bathrooms to be located within 500 feet of the cabin location via an accessible route in order to satisfy permitting requirements. From our measurements, this will be possible as our proposed cabin location is within 500 feet of existing restrooms as long as we have permission to use these bathrooms within our operating hours.

Proposed Go Ape Cabin Location



Utilities

Go Ape will also require an electric hook-up for the cabin. Go Ape will pay for the electric connection to the cabin and pulling the lines as required. If park dumpsters are available on-site, Go Ape would appreciate the shared use of these as the amount of trash produced at a course is minimal.

3.3 ADA

A Go Ape Treetop Adventure course is designed to be as accessible as possible, including to those individuals with disabilities. Go Ape prides itself on its ability to design and create a



course in a fashion that allows it to be enjoyed by the overwhelming majority of the population in compliance with the Americans with Disability Act. Additionally, the infrastructure required by Go Ape includes various ADA attributes including a ramp to the cabin and temporary facility and an ADA parking spot and ramp for disabled participants and visitors.

Participant Feedback: Confidence Builder for Child with Autism



LeAnne - Treetop Adventure, at Freedom Park, on 20 August 2015

Great bonding time with my sons, one of whom is heading to the Middle East in September with the Army and enjoyed his experience. My other son is Autistic and this experience helped him stretch outside his comfort zone and strengthened his confidence greatly. Thank you for such a great time and we will definitely do it again!

While the nature of the treetop adventure activity requires participants to be able to climb a rope ladder without assistance, 95 percent of the special needs community can participate in the course. Go Ape has facilitated groups with the following disabilities: Amputees, Autism, Blindness, Deafness, Emotional and Behavioral needs, Learning disabilities and many others. Unfortunately, the only visitors who Go Ape has not yet found a way to accommodate are those individuals requiring the use of a wheelchair. Go Ape caters to these disabled individuals by providing areas where they can view participants from below the course. As such, Go Ape meets all Americans with Disabilities Act (ADA) requirements for outdoor recreation.

Participant Feedback: Participation by the School for the Blind



Toni - Treetop Adventure, Treetop Junior, at Eagle Creek Park, on 17 July 2015

The Indiana School for the Blind and Visually Impaired, Expanding Your Horizons Camp had a fantastic time at Go Ape. The employees were fantastic and the girl giving the instructions did a fabulous job explaining to our blind/low vision students. The kids couldn't stop talking about what they had accomplished. They couldn't wait to tell their siblings or classmates who aren't blind/low vision what they had done. This experience will help them to continue to build self confidence and feel as if they can accomplish everything they attempt. Thanks to all of your staff. From the moment I called to set up this experience to the minute we left, it couldn't have been better. A special thanks to Sam and his staff at the Indiana Go Ape. They are the best!

Go Ape is continually seeking ways to improve its accessibility for all participants, and developing new methods of providing a quality experience.

3.4 Schedule

On Day 1 of the award, Dan D'Agostino, Go Ape's USA Managing Director, will consult with the respective CFLPR official(s) and will provide a detailed schedule for discussion and feedback. The schedule below reflects an average time and completion date for each activity. Following award, scheduled activities #1 (Submit Proposal and Approval) and #2 (Prepare License Agreement) are largely dependent on action from CFLPR. Inspections and Engineering Review are also dependent upon the independent external review Go Ape procures from an Engineer who will inspect the course against the ACCT standard. The Design Review should be performed in coordination with CFLPR for approval. Go Ape has confidence in the timelines for the remaining activities based on its vast experience in building adventure courses across the country.



CFLPR Proposed Schedule

ACTIVITIES	DESCRIPTION	CALENDAR (2015/2016)
Submit Proposal and Approval	Timeline to begin upon award	3/01/2016
Draft and Finalize Agreement	CFLPR and Go Ape to agree to terms and finalize agreement.	3/01/2016 – 4/01/2016
Marketing	Marketing activities to include radio, social media, PR, etc.; CFLPR will approve marketing activities.	7/01/2016 – 11/01/2016
Course Design	Conduct design of Treetop Adventure Course	3/01/2016 – 3/08/2016
Design Review	Provide CFLPR Officials the proposed design and incorporate feedback	3/08/2016 – 4/15/2016
Permitting	Acquire necessary permitting for construction/build. Draft engineered drawings and permit applications will be provided to requisite department prior to final design submission to expedite permitting time.	4/15/2016 – 8/15/2016
Treetop Adventure Course Development	Install all platforms, obstacles, course ziplines and accompanying infrastructure	8/15/2016 – 10/1/2016
Staffing and Training	Hire all operations staff and provide mandatory 2 week safety training to all	4/01/2016 – 10/15/2016
Inspections and Engineering Review	Conduct internal and external inspections of the development to include ACCT inspection	10/15/2016 – 11/01/2016
Opening TTA	Open Go Ape TTA	11/01/2016
Opening TTJ	Open Go Ape TTJ	4/1/2017

During the design and construction of the courses, Go Ape will provide bi-weekly updates to the required park officials on the progress of the project and provide requisite approvals. Once operational, Go Ape recommends an annual meeting to ensure the project is meeting both parties' expectations and to investigate ways to further strengthen the partnership. This is in addition to regular meetings between the Site Manager and the Snyder Park Manager. Ad hoc meetings or information requests by CFLPR are encouraged as Go Ape operates with the expectation of complete transparency.

An example of the detailed project plan that will be provided on Day 1 to govern the management of the build and development of the project is provided in Appendix G.

3.5 Permitting

Given Go Ape's extensive industry experience, it is extremely familiar with the relevant regulations and standards in place, as they pertain to the development and operation of a treetop adventure course. Further, Go Ape has developed courses in several jurisdictions, therefore proving its capability of successfully familiarizing itself with local permitting requirements and adapting to local specifications.

3.5.1 State and Local License and Permit Requirements

Go Ape has already familiarized itself with the State of Florida's regulations of aerial adventure and zipline courses. According to Allan Harrison, Chief of the Bureau of Fair Rides Inspections, Florida does regulate this type of activity under Florida Code Ann., Section 616.242. As such, Go Ape will be responsible for obtaining the necessary permits and inspections, as well as any operational licensures required to build and operate its Treetop Adventure course. Moreover, Go Ape is happy to provide information regarding all operational and maintenance activities, including complete engineering documents for the build locally to provide solace to local regulators and risk managers that it is constructed



and operated in a top-notch manner. The Treetop Adventure course will be built in compliance with all local codes, include the Florida's Building Code.

As mentioned above, in addition to permitting requirements for the course itself, Go Ape will apply for and obtain approval of the cabin through the local building authority.

3.5.2. **ACCT Regulations**

Currently, there are no federal regulations governing the operation of areial adventure courses. Despite this, Go Ape not only meets, but also exceeds all industry standards including ASTM, ACCT, PRCA, and NAARSO. Go Ape serves on the boards of numerous rope course associations in the USA and has consulted with states around the country as to appropriate safety standards that should apply to courses of this nature.

Go Ape will receive inspections against the ACCT standard prior to operation and on a yearly basis. An independent engineering group that specializes in ropes course inspections and is approved by Florida will compile the report.

3.5.3. **ADA Regulations**

Go Ape is familiar with the requirements of the ADA, and has developed each of its courses in compliance with it. Go Ape will build various ADA elements to the proposed cabin and temporary facility including an ADA ramp and an additional ADA parking spot. Go Ape provides viewing access to the course for disabled participants and visitors. These measures are consistent with ADA requirements for outdoor recreational facilities and steps taken at other Go Ape locations to ensure compliance with ADA regulations.

A Go Ape Treetop Adventure course is designed to be as accessible as possible, including to those individuals with disabilities. Go Ape prides itself on its ability to design and create a course in a fashion that allows it to be enjoyed by the overwhelming majority of the population in compliance with the Americans with Disability Act.

Go Ape ensures all infrastructure supporting the course, including its operational facility, are compliant with the ADA. Various ADA attributes are included, such as an ADA compliant ramp to the cabin and temporary facility and an ADA parking area for disabled participants and visitors.

Moreover, Go Ape provides viewing access of the course. While it is structurally impractical and operationally infeasible to bring participants to height in a financially viable manner, Go Ape attempts to make the course as accessible to the extent possible, thereby meeting the requirements of the ADA. Please note that this type of activity is not required to bring participants to height, as it is exempted under 36 CFR 1191, Appendix B Section 234.3 as the activity is controlled by the operator and does not have seats.

Accordingly, Go Ape operates in 12 other states in compliance with the ADA by providing this viewing access.



4. OPERATIONAL PLAN

4.1 Summary of Concept

A Go Ape course is a fun and rewarding recreational opportunity that will serve as the perfect complement to the existing outdoor recreational programs offered at Snyder Park. Go Ape proposes to offer both a Treetop Adventure and Treetop Junior course. Both courses will be developed in accordance with the Association for Challenge Course Technology (ACCT)'s standards.

Go Ape will utilize its experience in developing 38 courses worldwide, including 12 located in the US, each in partnership with public parks, to design and operate the courses for Snyder Park. The Go Ape courses allow members of the community to fulfill their sense of adventure, while promoting a healthy, active lifestyle, environmental awareness and socialization at the same time encouraging participants to work together in an atmosphere of mutual respect and cooperation.

Developing both the Treetop Adventure and Treetop Junior courses will maximize the accessibility of the experience as different age and ability levels apply. A delineation of the different ability levels and supervision requirements between the two activities is outlined in the charts below:

<u>Treetop Adventure</u>	<u>Route Difficulty Offered</u>	<u>Minimum Supervision Required</u>
Adult (16+)	Extreme, Difficult, Moderate, Easy	1 to 10
10-15 yrs old	Extreme, Difficult, Moderate, Easy	1 to 10, Requires 1 supervising adult on the course for every 2 10-15 year olds

<u>Treetop Junior</u>	<u>Route Difficulty Offered</u>	<u>Minimum Supervision Required</u>
Under 6 years old	Moderate, Easy	1 to 10, An adult (18+) must participate (paying) to supervise every two children under 6 years old on the course.
6 -15 years old	Moderate, Easy	1 to 10, Children age 6+ require one adult (age 18+) to supervise up to eight 6 – 15 year olds either as a participant (paying) or from the ground (no charge).
16+ years old	Moderate, Easy	1 to 10

4.1.1. Go Ape Treetop Adventure Course

The Go Ape Treetop Adventure Course is an eco-educational outdoor experience that provides participants with 2-3 hours of outdoor fun, environmental education and exercise.



Examples of Course Activities

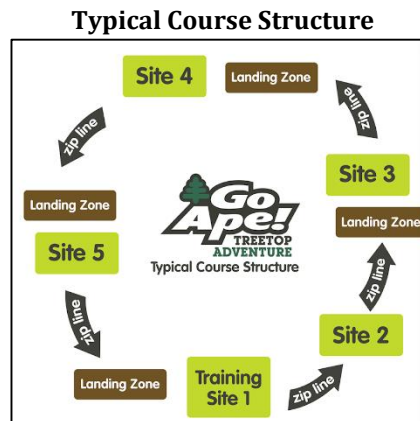


Every Go Ape Treetop Adventure Course is designed to blend into the natural park space. The course is structured as a grouping of 5 to 6 sites through which participants traverse on their own after an initial safety briefing. At the initial site, the “training site,” the safety brief is conducted and participants receive in-depth instructions and hands-on training as to the usage and operation of their safety equipment.

Go Ape Training Site



Following the safety brief, participants venture through the remaining 4 to 5 sites, which entail a sequence of elements that include: one access location utilizing a rope ladder from ground to height, five to seven obstacles allowing the participant to navigate tree to tree, and a zipline that will end each site bringing participants back to the ground. Altogether, the course will include 2 tarzan swings, 45 to 50 obstacles, and 5 to 6 ziplines. Each course is designed specifically for the topographical and environmental sensitivities of the proposed location.



The Go Ape Treetop Adventure Course does require a degree of physical fitness, but participants should be successful as long as they can climb a rope ladder. There are certain safety restrictions implemented to ensure all participants enjoy a safe adventure. The restrictions for an individual are:

- Minimum age: 10 years old
- Minimum height: 4ft 7in (55 inches)
- Maximum weight: 285 lbs (subject to harness fit)

Adults are encouraged to participate with their children, as the activity is an excellent form of family bonding. In the case of participants under the age of 16, adult supervision is required.

Please feel free to view the following videos showing the Go Ape treetop adventure course:

- [Go Ape Lums Pond](http://bit.ly/1rAZZgM), (<http://bit.ly/1rAZZgM>) created by Delaware State Parks
- [Go Ape North Park](http://bit.ly/1kieMdQ), (<http://bit.ly/1kieMdQ>) created by Times Online
- [Go Ape Introduction Video](http://bit.ly/1mU8Blb), (<http://bit.ly/1mU8Blb>)
- [Go Ape Live Life Adventurously Day Video](http://bit.ly/1mU8Blb), (<http://bit.ly/1mU8Blb>)

4.1.2. **Go Ape Treetop Junior Course**

A Go Ape Treetop Adventure Junior Course is similar to a regular Go Ape Treetop Adventure Course, with the exception that is geared specifically for a younger audience. The experience itself provides participants with more than an hour of outdoor fun, while educating children about the unique features of their surroundings.



Freedom Park Junior Course Obstacles



Go Ape's Treetop Adventure Junior course is designed for guests of all ages with a height of 3'3 or taller, but specifically for younger participants aged 3-12. The continuous belay safety systems utilized ensure that guests remain attached to the safety lines at all times while in the trees. Participants only become unattached when they safely return to the ground.

- Adult supervision is required.
- Minimum height: 39" (3 feet 3 inches)
- Maximum weight: 285 lbs (subject to harness fit)

Adults are encouraged to participate with their children, and in the case of those younger than 6, required to participate from the trees to supervise. An adult may supervise participants older than 6 years of age from the ground.

Participant Feedback: Enjoyable Adventure with the Grandchildren



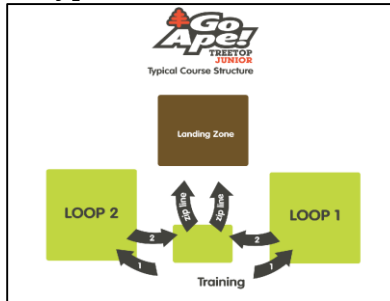
Joseph - Treetop Junior, at Freedom Park, on 30 June 2015

IT WAS A BLAST!!!! We took our grandsons who are 9 and 5. The course was difficult enough for them without being too difficult. My wife and I also joined them. I am 70 and just had a great time on the Jr. course. The staff was excellent and gave plenty of attention to our grandsons. The safety briefing was just right. We loved it and will do it again.

The Treetop Adventure Junior Course is structured as a series of 2-3 loops containing approximately 10 obstacles and a zipline per loop. Participants will initially undergo a thorough safety briefing at the Training Site, thereafter climbing steps to the first platform. From this initial platform, guests will maneuver through a series of approximately ten obstacles in the trees, completing the loop with a ride through the air on a zipline. Guests will return to the initial platform and engage in a second loop, and thereafter, possibly a third loop of obstacles and ziplines. In total, courses will include 25 to 35 obstacles, and 2 to 3 ziplines.




Typical Course Structure



The Go Ape Treetop Adventure Junior Course provides an excellent opportunity for young children to get active outside while learning about the natural environment at the same time. The nature of the activity itself serves as a confidence builder encouraging lifelong participation in outdoor recreation. Go Ape would like to build this junior course in year 2 of its operation. The course would fit within the designated treetop adventure course area, so no additional space would be required for its operation.

Participant Feedback: Confidence Building Activity for Young Children

 **william - Treetop Adventure, Treetop Junior, at Freedom Park, on 19 August 2015**
I had previously been to Go Ape on an adult trip and absolutely had the best time! While there I watched the kids on the junior course and wondered if my kids would be afraid to try it?.....I let them watch the videos of the course and they decided to try it. Once there, the instructors were so awesome! They were so informative and really connected with them. They felt completely at ease and most importantly confident! They completely rocked the course over and over! End result,...they made friends, boosted their confidence, and cannot wait until they are old enough to do the next course! Highly recommend!!! Money well spent!

Examples of Treetop Adventure Course Activities



4.1.3. Hours of Operation

Go Ape intends to operate year round. Go Ape may create periodic off-time to allow Go Ape staff to perform necessary maintenance and inspections for equipment and the site. During peak season and surge periods (spring break, winter holidays, etc.), the course will operate seven days per week with sessions set according to demand within the hours permitted by CFLPR. During non-peak season, the course will operate according to demand, but will at least be open on the weekends and at least one weekday a week.



A full operational day generally starts at 9am and continues with appointments until 3 hours before sundown or the park otherwise closes.

4.1.4. Additional Team Building Activities

An additional offering Go Ape can provide with the course includes team building sessions. The core demographic for these events will be corporate bookings, but can be offered and customized to all groups. Go Ape's trained facilitators will guide groups through a series of games and problem solving activities. Go Ape will focus on 'Play for Purpose' and utilize the most up to date team building concepts. Facilitators guide groups through a sequence of events that include "ice breaker" activities and problem solving initiatives. Time is taken to discuss the experiences and relate the learning outcomes back to "real world" situations for the group. Participants can expect to get to know group members quickly, establish a sense of camaraderie and teamwork, and develop an atmosphere of cooperation and trust. Team building sessions will focus on topics such as trust, leadership, and communication. The team building lead trainer is Chip Schlegel who has over 20+ years' experience.

Examples of Team Building games include:

- All Aboard – Get your entire team "all aboard" a small platform and balance for 5 seconds. Can you have your personal space invaded to accomplish this task?
- Key Punch – Debug a super computer by touching the keys in a specific order. Time is of the essence. Find out how computer savvy you are in this process driven challenge.
- Helium Pole – Lower a tent pole to the ground. Simple enough, however the pole has a mind of its own and wants to rise for no apparent reason. See if your team can figure it out.
- Pipeline – Build a pipeline that allows marbles to travel to their destination. The concept is easy enough to understand but once the marbles start flowing can you sustain the pipeline?

4.1.5. Participant Benefits

The Go Ape Treetop Adventure course will fit with CFLPR's mission provide an opportunity to a broad demographic of the community to experience a rewarding recreational opportunity in an aesthetically pleasing and safe environment. The benefits incurred by participants align with the values of CFLPR. The course is suitable to multiple age groups and ability levels as it is designed to be as accessible to as many people as possible, in terms of age, physical ability, tolerance of adventure, price and those participants with disabilities. To date, the oldest participant is a 92-year-old grandmother who celebrated her birthday at one of Go Ape's courses with her grandchildren.

Participant Feedback: Fun for All Ages

"Fun for Teens and Adults!"

★★★★★ Reviewed July 16, 2015

Had a great time at Go Ape in Blue Jay Point County Park. The setting is beautiful and although it was a very hot day, the shade in the park is wonderful and there is water at each station. Took 3 teenagers age 14, 16 and 17. We all had a blast and they had fun encouraging the "old lady" of the group to keep going and try each obstacle. It's a great alternative to amusement parks and great exercise!

Visited July 2015



While taking part in the Go Ape experience, participants are highly engaged and challenged throughout the course. The structured hands-on training allows participants to slowly move higher and higher into the forest canopy while completing more challenging obstacles. Many participants have indicated that this training provided for greater confidence in them and use Go Ape to help overcome a fear of heights.

Participants Feedback: Confidence Building Activity



Moreover, the Go Ape experience is an exceptional team building activity for groups large and small. We have facilitated team-building events for thousands of groups with various goals. For example, sports teams use Go Ape to build camaraderie; businesses to improve communication and understand group dynamics; and schools to reward or educate students about nature. Intrinsically, the course provides individuals within groups with opportunities to interact with one-another and work together on the best ways to complete obstacles and view the surrounding environment. Additionally, many families have used Go Ape as a location to hold family reunions and help bring their families together through shared experiences.

Go Ape Treetop Adventure course is fantastic as an alternative to traditional sports as a means to promote physically active leisure activities and lifelong participation in outdoor adventure. Go Ape is aligned with programs such as “No Child Left Inside” and the “Let’s Move” campaign to encourage more elementary aged children to be physically active.

It is these unique attributes and benefits derived from a Go Ape Treetop Adventure course that ensure it will make an excellent addition to offerings of Snyder Park.

4.2 Key Personnel

This section will detail the qualifications and experience of key personnel that sets Go Ape apart from its competitors. Go Ape’s organizational structure coupled with its dedicated personnel, the majority of whom have been involved with each of the 12 courses developed in the United States, create an operation that regularly exceeds customer and partner expectations, guaranteeing maximum customer satisfaction, while maintaining excellent working relationships with its partners.

From my perspective, [Go Ape] is an extremely well run organization that prides itself on, among other things, providing customer service at a level not often seen. – Ben Wittenberg, Park Manager, Blue Jay County Park

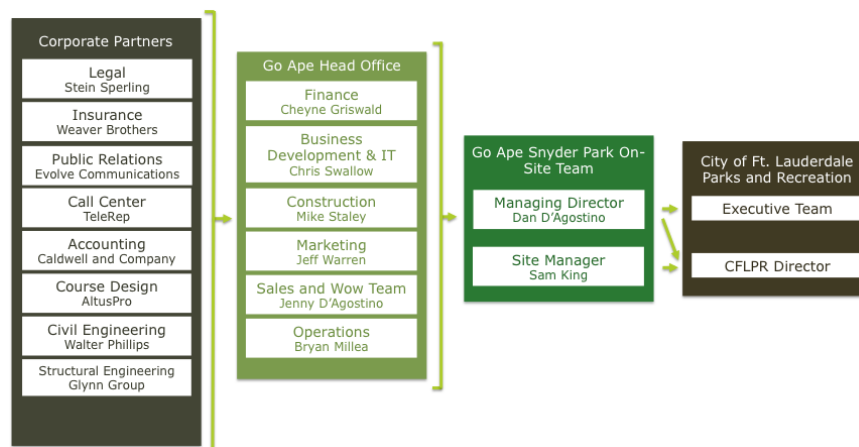


As vendor membership in ACCT has not been an indicator of a well-run or safe course, Go Ape has not sought this certification. Go Ape prides itself on exceeding the operational, course build, and maintenance standards set by ACCT and other national standards. Industry regulatory bodies have sought out Go Ape to help improve standards in various states and within ACCT, so the certification of these outside organizations was not seen to improve our business functionally or in perception. Go Ape does seek independent inspection in every facet of our operation.

4.2.1. Company Structure

Each Go Ape Director is available at all times to address any concerns or questions that cannot be handled by the Site Manager. The Site Manager will be responsible for the day-to-day operations at Snyder Park. The following figure displays an example of the Go Ape project team and demonstrates the lines of communication within Go Ape and to CFLPR. These individuals will be assigned to this project throughout its duration.

Go Ape Organization Chart



The Head Office team, whose qualifications along with those of corporate partners and other key personnel are set forth in Section 4.2.2 below, will provide oversight throughout the full life-cycle of the project and will ensure visibility and commitment of the entire Go Ape organization, thereby guaranteeing success of the course and operation.

4.2.2. Key Personnel

Go Ape has achieved its award winning customer satisfaction, industry leading safety record, and successful public-private partnerships through utilization of a team comprised of dedicated professionals with a drive to create a rewarding life experience for individuals of all ages and encouragement to live life adventurously.

The primary head office personnel that will be assigned to the development and operation of the proposed courses at Snyder Park have specific qualifications that enhance the team's goal of a superior outdoor adventure. The resources offered by the head office team are available throughout the duration of the project. The majority of the head office team has been an integral part of Go Ape USA, having been involved with the development of each of



its courses since its inception. The primary head office personnel are identified below, along with their respective task group, qualifications and experience.

None of the presented principals nor the firm, has any record of judgements of pending lawsuits against the City or criminal activities involving moral turpitude and does not have any conflicts of interest or is in default of any debt or contract with the City.

Additional information can be found in the resumes of key personnel provided within this section.

USA Head Office (Name/Role/Qualifications/Percentage Involvement)
Mr. Dan D'Agostino/USA Managing Director – former Booz Allen Hamilton management consultant based in Washington, DC and London, England. Successfully developed and operated all existing Go Ape courses in the USA. Was recognized by ACCT for his contribution in developing public-private partnerships and was asked to sit on their Government Advisory committee for the association. Dan is an owner of the business. <i>20 percent.</i>
Design Contact Information: Mobile: 301-300-0710 Email: Dan@goape.com
Jenny D'Agostino/Sales Team – former Manager of Alvarez & Marsal's Dispute Analysis & Forensics practice where she opened and managed the firm's European practice. She leads the accounting, sales, and marketing aspects of the business. Jenny is a former Board member for the Rock Creek Conservancy, an organization whose mission is to protect the water, parks and land that surround the 33-mile Rock Creek in Washington DC and Maryland. Jenny provides oversight and governance as well as assisting with the outreach and educational goals of the organization. Jenny is an owner of the business. <i>15 percent.</i>
Chris Swallow/Business Development & IT – formerly was responsible for the development and management of large DoD and EPA programs with 40+ staff and contracts exceeding \$10 million a year. Chris now works with State, County, and Metropolitan Parks Departments around the country to support procurements and the expansion of Go Ape courses. Chris also represents Go Ape at various conferences, including NRPA where he has been a member for over 4 years. Chris has led most of the partnership development for Go Ape including public information meetings. Chris is an owner of the business. <i>20 percent.</i>
Cheyne Griswold/Finance – a Certified Public Accountant (CPA) with 13 years of accounting experience performing audits of nonprofit organizations, compilation reports for small businesses and tax preparation. Cheyne began preparing annual compilation reports and all tax documents for Go Ape in 2010, and took on the role of full-time finance Controller for Go Ape in 2015. <i>10 percent</i>
Jeff Wharen/Marketing – leads all development of marketing strategies and implementation for each course location. Jeff heads a team of 5 focused on increasing brand exposure and utilizing various social media to successfully promote Go Ape and the parks in which it is located. Jeff has over 15 years' marketing experience and managed all 5 Go Ape new course openings last year along with marketing all 12 Go Ape courses. <i>20 percent</i>

Go Ape's construction team has 14 years of experience in delivering a superior product, while maintaining the utmost care and respect for the environment to ensure a minimal footprint. Go Ape USA's construction team is led by Mike Staley, who has successfully built each of its 12 courses. Mike will supervise all construction work on the project and ensure it meets the quality and standards of Go Ape.



Construction (Name/Role/Qualifications/Percentage Involvement)

Mike Staley/Head of Construction – leads all aspects of new course development for Go Ape, managing a team of 9. Mike has successfully built all existing Go Ape courses in the USA while delivering completion on time and on budget. An ISA Certified Arborist, Mike has built all courses while maintaining high regard for the trees and surrounding park environment. *35 percent.*

Build Contact Information:

Mobile 301-325-6241

Email: Mike.Staley@goape.com

The operations team is a high-functioning unit within Go Ape that collaborates with each other to ensure that each course opens with a highly trained and prepared staff, and continues to operate seamlessly throughout the project. The operations team endeavors to create clear means of communication with park partners and addresses any questions or concerns in a timely and effective manner. Sam King will head the on-site operations as Site Manager for the duration of the project. The operations personnel that will be working on the Snyder Park course are identified below, along with their respective task group, qualifications and experience.

USA Operations Team (Name/Role/Qualifications/ Percentage Involvement)

Bryan Millea/Head of Operations – With over 15 years of recreation experience and a degree in Recreation, Adventure Travel, and Tourism, Bryan effectively manages all aspects of course and cabin operation, including recruitment and staffing and daily operations. Bryan has extensive knowledge of the technical aspect of the course. Bryan has been the Head of Operations for Go Ape for the past 5 years. With CFLPR, his primary responsibilities will be to inspect the course and oversee management aspects of the course. *10 percent*

Mike Ewan/Area Manager – Responsible for ensuring courses are operating safely and effectively in line with company procedures and standards while maximizing productivity and efficiency. Support site manager in development and troubleshooting of technical and staffing aspects of the course. Mike has worked for Go Ape for over a year and has a Master in Special Education. *25 percent*

Sam King/ Site Manager – will leads all aspects of the operations for the Snyder Park course and manages the instructor team at Go Ape. Responsibilities include safety and course inspections, hiring, staff training, and local marketing. Sam is also responsible for day-to-day interactions with park staff. Sam has been a site manager with Go Ape for the last 4 years. *100 percent*

Laura Favin/ Operations and Training Manager – One of Go Ape's original employees, Laura successfully opened and operated two new courses, and trained site managers to step into her role upon completion. Laura is responsible for overseeing the area managers and assisting with all aspects of recruiting, training, and evaluating employee performance. Laura has held an operations management role for the last 5 years. *10 percent*

Chip Schlegel/Team-Building Trainer – leads all aspects of Go Ape's team-building program and training. Chip has over 20+ years of experience facilitating team-building programs, in addition to more than a decade of experience managing recreational adventure programs, including challenge courses. Chip was previously a site manager with Go Ape before taking over as Team-building trainer for Go Ape. *15 percent*



USA Operations Team (Name/Role/Qualifications/ <i>Percentage Involvement</i>)	
Linda Green/Health and Safety Manager	– responsible for ensuring Go Ape’s Operations complies with statutory health and safety legislation. Beyond this, Linda challenges all teams in Go Ape to keep health and safety as a key part of their roles. Linda also analyzes any incidents to accidents noting any lessons for the future, and identifying trends at the outset. Linda’s background is as a respected Environmental Health Officer for Councils in the UK and has numerous qualifications, including a Masters in Occupational Safety and Health. <i>5 percent</i>
Rich Cooke/Head of Rescue Training	– ensures that any work carried out on sites that require technical knowledge and experience is carried out safely using the most appropriate equipment. Rich manages a team of independent rescue trainers that train and assess site teams on rescue procedures. Rich has been with Go Ape for 12 years, has undertaken his Mountain Instructor Award training, and is an IRATA Level 2 Technician. <i>10 percent</i>
Justin Hall/New Course Support Trainer	– Having worked for Go Ape for over three years as a instructor and site manager, Justin has proven an ability to hire and train some of Go Ape’s best teams. In Justin’s current role he is solely dedicated to helping site managers at new locations with staffing, training, and other functions of the course operation. <i>20 percent</i>

A key factor to Go Ape’s success is the strength of its relationships with teammates, as evidenced by the longevity of relationships and the results achieved. All aerial works since inception have been designed by Altus Outdoor Concepts. Go Ape’s history of working with its corporate partners has resulted in a fully integrated unit focused on achieving stellar results and commitment to client service and excellence. The Go Ape team operates as a single organization, enabling transparent access to the team’s development and operations. The table below depicts the more significant teammates that will help deliver a high quality Go Ape course. All teammates currently work with Go Ape.

Team Member	Functional Area	Relevant Capabilities
Altus Outdoor Concepts	Aerial Build	In addition to working with Go Ape for all of our 38 courses, our partner, Altus Outdoor Concepts, has designed over 250 and built over 100 high ropes courses around the world. In 1997, James Comte, the founder and owner of Altus Outdoor Concepts, built the first ever treetop adventure ropes course at Scientrier, France in the French Alps. http://www.altusoc.com/anglais/high_wire_adventure_courses.htm
Stein, Sperling, Bennett, De Jong, Driscoll & Greenfeig	Corporate – Legal	Law firm specializing in Business & Tax, Civil Litigation, Employment Law, Real Estate & Land Use and Injury Law. Stein Sperling has assisted Go Ape with business incorporation, waivers & disclaimers, contractual negotiations, product defensibility and trademark protection.
Weaver Bros Insurance	Insurance	Full service insurance brokerage with over 100 years of experience in the areas of property, casualty, health and life insurance. Weaver Bros has brokered Go Ape’s insurance policy for course construction, worker’s compensation and general liability coverage with Stratus Insurance. http://www.weaverbros.com/
Evolve Communications	PR	Innovative PR company that specializes in creating powerful and effective PR solutions for developing companies. Evolve has assisted Go Ape in building comprehensive communication plans to execute and support its PR goals.
TeleRep	Call Center	Family owned and operated customized call center service provider. TeleRep provides trained representatives to ensure live friendly responses to customer inquiries optimizing all aspects of customer care.
Caldwell and Company	Accounting	Certified Public Accounting group that works closely with local banks and small businesses with their financial needs. Caldwell has assisted Go Ape with its financial statement preparations and annual compilation reports.



Walter Phillips	Civil Engineering	Civil engineering firm with decades of industry experience specializing in land development engineering services.
Glynn Group	Structural Engineering	Engineering firm with decades of history in Geotechnical Engineering, the company has concentrated its efforts in the fields of braced excavation design, foundation analysis and design, geotechnical investigation and testing, structural engineering and amusement/entertainment design. The Glynn Group has successfully assisted Go Ape in preparing engineered drawings of course designs.

The collaboration of the identified personnel, corporate partners, and the thorough training of all staff instructors creates an effective unit that strives to work in conjunction with park partners to provide a unique recreational and educational experience for visitors that improves the lives of participants and enhances the overall atmosphere of the park. This team has successfully achieved this result numerous times, and has no doubt it will do so again at Snyder Park. The resumes of the key personnel that will be involved with the course at Snyder Park are provided on the pages that follow.



Dan D'Agostino



Dan D'Agostino
dan@goape.com
301-300-0710

Summary

Dan D'Agostino is the USA Managing Director for Go Ape and has led the US company since its inception in 2009. With over 15 years of business experience, Dan leads a team of over 100 on all business matters to include; operations, marketing and human resources. Dan has extensive project management experience ensuring all existing Go Ape public private partnerships are delivered on-time, on-budget and with attention to environmental sensitivities. Dan has instilled a culture at Go Ape with a guiding focus on following four values in everything the company does; encourage everyone to live life adventurously, provide a tremendous guest experience, be socially and environmentally responsible and to do the right thing.

Past Projects

Project Manager, London 2012 Olympics

As a Project Manager within the Program Controls Team, managed the cost of a 500 million GBP budget for the build of the Olympic Stadium for the 2012 Summer Olympic Games in London, England .

Management Consultant, Booz Allen Hamilton

IT and Management Consultant focused on Project Management engagements for the US Army's Human Resources Command.

Work History

2009 – Present. USA Managing Director, Go Ape - Frederick, MD

2008 – 2009. Project Manager, London 2012 Olympics – London, UK

2004 – 2008. Management Consultant, Booz Allen Hamilton – McLean, VA and London, UK

2001 – 2004. Project Manager, Advanced Acoustic Concepts – Columbia, MD

2000 – 2002. Project Administrator, Viacom Government Affairs – Washington DC

Education

Wharton Business School, University of Pennsylvania, Executive Education Program

McDaniel College, Westminster, MD, B.A., Business Administration

Qualifications / Certifications

Government Relations Committee, Association for Challenge Course Technology

F24 Committee, ASTM



Jenny D'Agostino



Jenny D'Agostino
jenny@goape.com
301-325-5464

Summary

Jenny D'Agostino is the Finance Director for Go Ape and has successfully grown the business from its inception in 2009 to 10 courses in 2015. She brings over 13 years of business experience in finance, including building two forensic services practices for both public and private companies. Jenny manages the finances and accounting functions of all Go Ape courses in the USA. Her work includes oversight of revenue and expenses of each location and works to ensure that builds are on budget and that gross revenues are maximized for each of our park partners.

Past Projects

Senior Manager, Alvarez & Marsal, London, UK & Washington, DC

As a Senior Manager of the Dispute Analysis & Forensic Services Practice, Jenny helped build a European team from 2 people to 28. She provided financial analysis and consultation in business and dispute contexts including International Arbitration, transactions disputes, forensic investigations and business valuation. Jenny also provided expert witness support for a major international arbitration dispute involving allegations of fraudulent conduct and breach of pre-contractual duties across 5 countries.

Manager, Navigant Consulting, London, UK & Washington, DC

Jenny provided litigation support for numerous government contract disputes and assisted with the investigations of multi-billion dollar losses at a healthcare receivables company. Work included investigation and substantiation of management's efforts to conceal the diversions and the quantification of losses. Jenny led a team of 12 to conduct a financial reconciliation for a large insurance company. She also managed one of the largest IT litigations to be brought before London's Technology and Construction Court.

Work History

2010 – Present. Finance Director, Go Ape – Frederick, MD
2009 – 2010. Senior Manager, Alvarez & Marsal – Washington, DC
2008 – 2009. Manager, Alvarez & Marsal – London, UK
2006 – 2007. Manager, Navigant Consulting – London, UK
2004 – 2006. Manager, Navigant Consulting – Washington, DC
2002 – 2004. Consultant, Tucker Alan, Inc – Washington, DC

Education

2003, The University of Virginia, Charlottesville, VA
B.S., Commerce with Finance concentration, Theatre Minor



Chris Swallow



Chris Swallow
chris@goape.com
415-553-0769

Summary

Chris Swallow is the Business Development Director and creates public-private partnerships for Go Ape. Chris brings over 14 years of business experience in management, procurements, organizational design, information technology, and sales. In 2013, Chris was selected and named by the National Recreation and Parks Association (NRPA) Board as a "trendsetting innovator" within the parks space and was asked to speak to the board on public-private partnerships. This distinction was highlighted in the January 2014 edition of NRPA's magazine. In 2015, Chris led a well-attended education session on "Lessons in Adventure Course Development" as part of the NRPA Congress in Las Vegas.

Past Projects

Lead Associate, Booz Allen Hamilton, Washington, DC

Responsible for the development and management of large-scale organizations and managed over 40+ staff and contracts exceeding \$10 million a year. Chris provided project management, strategy, and information technology to the projects across the DoD from the Army Surgeons Generals Office to the Defense Information Systems Agency (DISA). Chris also supported business development efforts within Booz Allen and winning prominent procurements within his department.

Assistant Project Manager, HydroGeoLogic, Herndon, VA

Supported the Strategic Environmental Research and Development Program (SERDP) and Environmental Strategic Transition and Certification Program (ESTCP) funding agencies that identify, develop, and transition environmental technologies that relate directly to defense mission accomplishment for the DoD. Within this job Chris evaluated and selected technical proposals for funding in the Pollution Prevention thrust area to ensure military benefit. Chris managed the entire lifecycle of new and continuing projects for both programs, totaling nearly 80 research projects and 15 million dollars (US) and the reporting system to Congress.

Work History

2010 – present. Business Development Director– Frederick, MD
2004 – 2010. Lead Associate, Booz Allen Hamilton– Washington, DC
2001 – 2003. Assistant Project Manager, HydroGeoLogic– Herndon, VA

Education

2001, James Madison University, Harrisonburg, VA
B.S. Integrated Science and Technology, Concentration in Material Science
Senior Thesis- The Solidification Methods of Aluminum Alloy A356 and the Impact on Hydrogen Porosity
Wharton Business School, University of Pennsylvania, Executive Education Program



Jeff Wharen



Jeff Wharen
jeff.wharen@goape.com
571-265-1215

Summary

Jeff Wharen is a creative online media professional with +13 years of experience in cross-channel marketing. He has demonstrated expertise in supercharging online audience engagement and growth, optimizing user experience and concepting and launching innovative digital products. Jeff joined Go Ape in 2015 as the Head of Marketing, where he oversees all marketing strategy and implementation for the Go Ape.

Recent Projects

Senior Manager: Digital Marketing, Asurion

Lead global cross-channel online marketing through the digital lifecycle by developing and implementing strategies to increase engagement, online growth, digital product usage, subscriber upgrades and revenue. Oversee design and content teams, making data-driven and customer-focused user experience enhancements to provide best-in-class digital communications for top brands.

Set up and leverage marketing analytics to provide insights and make recommendations to reach the consumer in new ways.

Senior Manager: Social Media, AOL Huffington Post

Responsible for overall social media strategy and content marketing strategy for Huffington Post Travel and AOL Travel sites.

Drove 300%+ lift in online traffic to AOL Huffington Post sites and used as case study for other properties to replicate. Recognized and awarded by AOL Huffington Post executive leadership.

Managed all online marketing for AOL Travel and Gadling.com including email campaigns, newsletters, direct marketing, \$400K yearly advertising budget, creative agency coordination and viral programming initiatives with partners that lead to a 220% increase in traffic in 2011.

Work History

2015 – Present. Head of Marketing, - Adventure Forest LLC Go Ape

2011 - 2015. Senior Manager, Digital Marketing - Asurion

2012 -2014. Senior Manager, Global Email Strategy – Asurion

2009 – 2011. Senior Manager, Social Media – AOL Huffington Post

2008 – 2010. Senior Product Manager (UI/UX) – AOL

2006 – 2008. Managing Editor – AOL CityGuide

2003 – 2006. Editor – AOL CityGuide

1999 – 2003. English Teacher – Woo Song University

Education

1999, Dickinson College

B.A., Philosophy & French



Mike Staley



Mike Staley
mike.staley@goape.com
301-325-6241

Summary

Mike Staley leads all aspects of new course construction, while managing his dedicated team of construction professionals. Mike has successfully built all existing Go Ape courses in the United States while delivering completion on time and within budget. With over 14 years as a certified arborist and 17 years of team management, Mike maintains the highest level of care to ensure best practices are maintained with regards to trees and the natural environment throughout the course development. Mike effectively manages his team to deliver the highest quality construction, while delivering an excellent working relationship with park partners.

Recent Projects

Head of Construction, Adventure Forest LLC, t/a Go Ape

As Head of Construction for Go Ape, Mike is responsible for all aspect of recruiting, management and training of his team members, including conducting staff performance evaluations. Additionally, Mike managed all construction of Go Ape courses and infrastructure located in the US. He is responsible for cost management associated with course and infrastructure builds and maintains budget goals regularly met. Mike has successfully overseen all aspects of maintenance associated with Go Ape courses in the US to ensure they continue to operate in line with Go Ape's industry leading safety record.

Superintendent and Lead Arborist, Arbortecture

Responsible for the management and task delegation of a 3-6 member crew with respect to all aspects of tree care. As a superintendent with Arbortecture, Mike performed highly technical tree work and ensured that the highest level of care and professionalism was put forth on each project.

Work History

2011 – Present. Head of Construction, Adventure Forest LLC Go Ape

2011 – 2011. Treetop Instructor, Adventure Forest LLC Go Ape – Rockville, MD

1998 – 2010. Superintendent and Lead Arborist, Arbortecture – Frederick, MD

Education

2002, Frederick Community College, Frederick, MD
Associates Degree, Criminal Law

Qualifications / Certifications

ACRT Certified

ISA Certified Arborist

Arbormaster Trained Master Climber



Bryan Millea



Bryan Millea
Bryan.Millea@goape.com
301-325-2401

Summary

Bryan Millea heads the Go Ape Operations Department. The Operations team has successfully trained and operated 12 adventure courses across multiple locations. With over 15 years of outdoor recreation experience as well as a background in construction and project planning, he effectively manages all aspects operation including recruiting, training, and industry regulations. He has extensive knowledge working in park systems as well as with private businesses and has developed a strong understanding of customer service and delivering an excellent customer experience.

Recent Projects

Head of Operations Adventure Forest LLC dba Go Ape

Managed a staff of 6 Area Managers, 17 Site Managers and over 250 instructors, including conducting staff performance evaluations and managing a budget

Manages Go Ape USA Rescue Training, recruiting and training of external trainers and overseeing the execution of staff rescue training

Commercial Sales Specialist, Lowes

Engaged with customers on myriad inquiries, including those regarding materials, equipment and process

Prepared designs and formulated quotes for commercial and residential customers

Procured materials from various vendors

Interpreted blueprints and other construction designs

Logistics and Pro Deal Manager, Adirondack Leadership Expeditions

Devised and implemented schedules and programs for 180 students

Developed itineraries and supporting manuals for 20 program instructors

Systemized ordering and inventory management for all gear purchased and used by students and instructors

Maintained healthy rapport with outdoor retailers and manufacturers

Directly managed and trained a team of 3 associates

Work History

2010 – Present. Site Manager, Adventure Forest LLC t/a Go Ape - Rockville, MD

2009 – 2010. Commercial Sales Specialist, Lowes – Culpeper, VA

2006 – 2009. Wilderness Instructor and Logistics and Pro Deal Manager, Adirondack Leadership Expedition – Saranac Lake, NY

2003 – 2005. Summer Intern, Bay Pond Park – Saranac Lake, NY

Summer 2002. Summer Steward, Adirondack Mountain Club – Lake Placid, NY

Education

2002 – 2005, Paul Smith's College, New York

B.A., Recreation, Adventure Travel, Ecotourism

Qualifications / Certifications

Completion of Go Ape Rescue Training

Certified Wilderness First Aid Responder

Certified CPR and First Aid

Leave No Trace Instructor



Laura Favin



Laura Favin
laura.favin@goape.com
301-325-2864

Summary

Laura Favin has successfully opened and operated two new courses, and trained site managers to step into her role upon completion. In her role as Operations Manager, Laura is responsible for overseeing the area managers and assisting with all aspects of recruiting, training, and evaluating employee performance. In addition, Laura assists with site audits and inspections as a Petzel PPE certified competent person.

Recent Projects

Operations Manager, Adventure Forest LLC Go Ape

- Hire, train and evaluate performance of managers for all USA course locations
- Manage regional managers
- Perform Site Audits and inspections
- Create and maintain all operational documentation

Site Manager, Adventure Forest LLC Go Ape

- Opened and managed the course at this new location
- Hired and trained all site staff
- Managed all inspections and the safety of staff and guests
- Maintained communication with the Park Manager
- Trained a Deputy Manager to move into Site Manager role

Teacher/Naturalist, Echo Hill Outdoor School

- Planned and taught a variety of classes from all curriculum areas
- Supervised all aspects of student residential life including overnights, meals, and recreational activities
- Involved in program assessment and upkeep of campus and facilities

Work History

- 2013 – Present. Operations Manager, Adventure Forest LLC Go Ape –Frederick, MD
- 2012 – 2013. Site Manager, Adventure Forest LLC Go Ape – Rockville, MD and Indianapolis, IN
- 2010 – 2012. Deputy Manager, Adventure Forest LLC Go Ape – Rockville, MD.
- 2009 - 2010. Educator, Lululemon Athletica – Bethesda, MD
- 2009. Art Instructor, Abrakadoodle. – Rockville, MD
- 2009. Teacher/Naturalist, Echo Hill Outdoor School – Worton, MD
- 2008 – 2009. Assistant Barn Manager, Great Strides – Damascus, MD
- 2007 – 2008. AmeriCorps Outreach and Volunteer Coordinator, Great Strides – Damascus, MD
- 2006 – 2007. Child Services, Massanutten Resort – Harrisonburg, VA
- 2003 – 2006. Camp Counselor for Teens with Disabilities, Jewish Community Center – Rockville, MD

Education

- 2007, James Madison University, Harrisonburg, Virginia
- B.A., Psychology

Qualifications / Certifications

- Completion of Go Ape Rescue Training
- Petzel PPE Competent Person Certificate (Certified by Petzel in selection, inspection and management of PPE)



Michael Ewan

michael.ewan@goape.com
301-518-0324

Summary

Michael Ewan has recently joined Go Ape as an Area Manager. In his role, Michael is responsible for leading a team of area managers, to include all aspects of recruiting, training, and evaluating employee performance. In addition he is responsible for leading and assisting Site managers in operating a safe course to Go Ape standards and creating a culture of safety and care to all Go Ape guests. These responsibilities are carried out through a series of audits and inspections.

Recent Projects

Area Manager, Adventure Forest LLC Go Ape

Lead a team of site managers while providing support and performance evaluations
Assist site managers with all aspects with safe course operations, including employee training and evaluation
Responsible for creating and supporting guest participation, staffing and budget goals

National Program and Operations Director, The DREAM Program

Preparation and ongoing support of Program Directors in Vermont, Boston, and emerging Philadelphia branch and their Local Programs (direct service programs).
Partnered with leadership team to analyze and devise operational models and strategies, expansion strategies, new and existing resources, and cultivation of unique organization culture.
Operational responsibilities included formulating and assessing standard operating procedures for direct service model, volunteer support, facilities and resource management and office management.

Recreation Manager, Wild Dunes Resort

Successfully managed daily operations of top-ranked resort recreation department, including training and leadership of 12 full-time staff and 70 seasonal staff members. Partnered with appropriate members of leadership team to create and manage annual budget, advertising collateral, partnership contracts, and seasonal/corporate events.

Work History

2013 – 2015. Resource Instructor/Baseball Coach, St. John's College High School – Washington, DC
2012 - 2014. National Director & Operations Director, The DREAM Program – Winooski, VT
2009 - 2012. Program Director, The DREAM Program – Winooski, VT
2008 - 2009. Program Empowerment Director, The DREAM Program – Winooski, VT
2006 – 2008. Graduate Assistant, Higdon Student Leadership Center – Charleston, SC
2006- 2008. Resort Staff, Wild Dunes Resort – Isle of Palms, SC
2005. Recreation Manager, Wild Dunes Resort – Isle of Palms, SC
2001 – 2004. Assistant Recreation Manager, Wild Dunes Resort – Isle of Palms, SC
2001 – 2005. Internship Coordinator, Wild Dunes Resort – Isle of Palms, SC

Education

2008, College of Charleston, Charleston, South Carolina
Master of Arts in Teaching: Special Education – Intellectual and Developmental Disabilities
1999, Appalachian State University, Boone, North Carolina
Bachelor of Science: Recreation Management

Qualifications / Certifications

Certified in Adult and Child First Aid CPR and AED – American Red Cross 2015
Certified in Nonviolent Crisis Intervention, Crisis Prevention Institute, 2008
Licensed Teacher, Initial Licensure, Special Education/Mental Disabilities, S.C. Board of Education, 2008
Petzel PPE Competent Person Certificate (Certified by Petzel in selection, inspection and management of PPE), 2015
Qualified High/Low Ropes Course Leader, Innerquest, 2008



Sam King



Samuel King
Sam.king@goape.com
301-377-2574

Summary

Samuel King manages the Go Ape Eagle Creek team. Last season's attendance increased with the use of local marketing efforts by using social media and flyers. Sam has worked with the outdoor industry for 9 years bringing construction, guest relation and management skills to the Eagle Creek Course. He effectively organized volunteer groups of course staff to assist Indy Parks with land management and modernization projects within Eagle Creek. The Eagle Creek team has had 22 successfully trained instructors who have provided training to over several thousand guests. Sam works closely with the Eagle Creek Park foundation helping promote donation days, that boost funds for smaller park projects.

Recent Projects

Site Manager, Adventure Forest LLC Go Ape
Trained and managed a staff of 22 instructors, including conducting staff performance evaluations
Prepared staffing schedules
Reconciled visitor numbers to waivers and admissions fees
Processed weekly cash bank deposits
Maintained merchandise inventory
Procured supplies for the general operation of the course
Oversight of daily and monthly equipment and course checks, daily radio log entries
Served as host to organizers considering Go Ape for a group outing

Assistant Field operations Manager, Strategic Sports Inc.

Created weekly staffing schedules for reservations at the course
Trained staff in safety procedures and game formats
Maintained 25 acres of property
Reconciled waivers and registers
Managed inventory of rental equipment, food, and merchandise

Front Desk and General Maintenance, Gold's Gym

Checked in gym members and maintained accounts
Sold front end merchandise
Handled inquiries from current and potential members
Cleaned gym equipment weekly
Installed and repaired equipment around the facility

Work History

2013 – Present. Site Manager, Adventure Forest LLC Go Ape – Indianapolis, IN
2011 – 2012. Treetop Instructor, Adventure Forest LLC Go Ape – Rockville, MD
Winter 2011. Practicum/intern, Freedom Fitness Center – Prince William, VA.
2008 – 2012. Assistant Field manager, Strategic Sports Inc. – Aldie, VA
2006 – 2008. Proshop and Technical service, Strategic Sports Inc. – Rockville, MD

Education

2010 – 2012, George Mason University, Fairfax, Virginia
B.A., Health, Fitness, and Recreation Resources
2007 – 2010 Montgomery College, Rockville, Maryland
General Studies

Qualifications / Certifications

Completion of Go Ape Rescue Training
Certified Red Cross CPR/1st aid



4.2.3. Staffing Plan

Both the Treetop Adventure and Treetop Junior courses require a staff that is trained and knowledgeable in the operation of aerial adventure courses. Go Ape has garnered in-depth knowledge of the qualities and characteristics necessary in its instructors through its staffing of 38 previous courses. As such, Go Ape will handle all recruiting and management of its staff, thereby ensuring the optimal level of safety is provided to participants in line with its existing exemplary safety record. As requested, all staff will be certified in CPR and First Aid and undergo mandatory background checks. Go Ape ensures the appropriate number of excellently trained staff is on-site to manage and operate the course on a daily basis.

Customer Feedback: Excellence of Staff



Lisa - Treetop Junior, at Freedom Park, on 24 August 2015
We LOVED Go Ape! We visited with our two children, ages 9 and 5, both children asked if we could come back. Your staff was top notch, from when we checked in to when we took off our harness! We look forward to coming back!

The Go Ape Treetop Adventure and Treetop Junior courses require 20 to 27 staff members to effectively manage the day-to-day operations. To begin the staffing process, an experienced Site Manager from an existing course, Samuel King, will become the Site Manager at Snyder Park, thus leading the implementation of all safety guidelines and procedures. Mr. King's resume has been provided within the previous section. Go Ape will hire the remaining staff instructors locally. Instructors are generally recruited through craigslist.com, outdoorindustryjobs.com, and other common job websites. All hiring will be done in accordance with local and state statutes. All staff, inclusive of the Site Manager will undergo mandatory background record checks during the recruiting process.

The staff of instructors will be overseen by an operations team with experience to ensure the success of the course.

Site Manager

The Site Manager position requires considerable experience in implementing Go Ape's safety and operational policies. In addition, Site Managers also receive specialized training to assist with:

- Recruitment of full-time and part-time staff to fulfill needs of the course;
- Training of course staff;
- Execution of management controls (e.g., auditing of equipment safety checks, compliance with internal requirements for rescue training and safety brief checks, reconciliation of site admission sales and merchandise inventory, storage of personnel and sensitive information, etc.); and
- Communication procedures (e.g., publicity features, crisis management, etc.).

Area Manager

The Area Manager position requires experience in overseeing the successful implementation of Go Ape's operational policies, as well as oversight of aspects of recruitment and training. The Area Manager acts as a resource to Site Managers and park



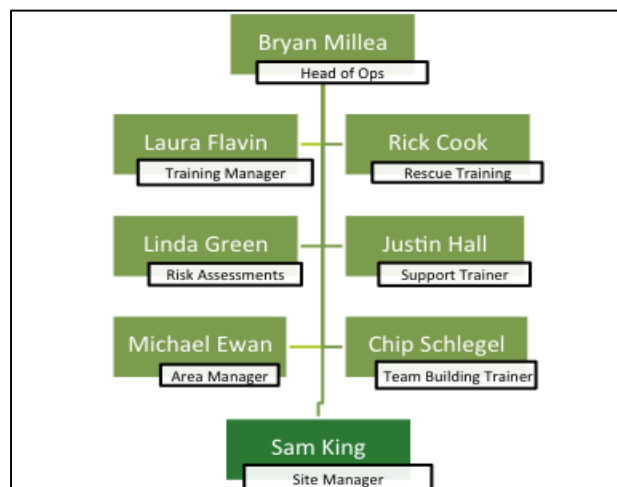
personnel regarding any and all aspects of operations of individual courses. The Area Manager for Snyder Park would be Mike Ewan.

Head of Operations

The Head of Operations position leads all aspects of course and cabin operation, including recruitment and staffing, training, and daily operations. The Head of Operations is responsible for ensuring that all Go Ape procedures and policies are implemented and adhered to by the operations team and staff, and oversees site audits and inspections. The Head of Operations is Bryan Millea.

In addition, a team of individuals will be involved to assist with all aspects of training, to include rescue training, training management, risk assessments, support training, and team-building training. The personnel identified in the chart below will be assigned to the course throughout the life of the project.

Chart of Staffing Plan for Snyder Park



Resumes can be found for all staff mentioned above in the previous section. Because of the seasonal nature of the operation, instructor credentials are not provided as part of the proposal as it is expected that new staff members will be employed locally, but the proper documentation will be provided prior their employment.

Go Ape has an operations team that specializes in all facets of the operation to ensure appropriate oversight of the course at Snyder Park and to ensure lessons learned from other courses are communicated and corrected at Snyder Park and throughout the company. Go Ape operates without the need for individual heroics because of the team's diverse skill sets, vast experience, and existing operational processes.

Uniforms

The Go Ape uniform consists of black shorts or pants along with predominantly black Go Ape outerwear. The Go Ape outerwear includes polo shirts, vests, or jackets all with the Go Ape staff insignia. Below is a photograph of a staff member in the standard Go Ape uniform.



Go Ape Instructor with Participant



4.3 Safety Plans and Procedures

The primary goal of the Go Ape operational team is to ensure every participant is safe while on the course. The secondary goal is to provide the highest level of service to both our park partners and the participants, inspiring them to experience more out of life and enhancing their appreciation of the park's unique features. Go Ape has proven to be successful in accomplishing these goals at each of its locations with over 5 million participants that have safely enjoyed a Go Ape Treetop Adventure course.

Participant Feedback: Safety



Joshua - Tree Top Adventure, at Freedom Park - Williamsburg, Virginia, on 6 June 2013
We went while on our honeymoon and had a blast. The staff was great and we loved how they taught us to safely navigate the course and then let us go on our own and at our own pace. The course was a blast and we had a great time.

Go Ape's safety record is exponentially superior to its competition. In 2015, only .03% of participants experienced an incident (classified as a bump, bruise or cut) while visiting a Go Ape course. Compared to other adventure activities, Go Ape has a documented superior participant to incident rate. This outstanding safety record is a direct result of Go Ape's procedures and plans, such as documented emergency plans and site inspection plans, which are in place to ensure a high level of safety and require strict adherence to industry standards.

Participant Feedback: Excellence in Safety



Faith E.
Gaithersburg, MD
0 friends
11 reviews



6/20/2014

I was super nervous before going but the instructors do a great job with the safety tutorial. They make you practice everything first. I ended up having a blast. Not to mention a pretty good workout too.



Go Ape consistently works to identify incident trends, troubleshoot and conduct risk assessments to ensure that the root cause of incidents are remediated. Due to the vast number of participants going through a Go Ape course on a weekly basis (~20,000 a week throughout the entire company), Go Ape is able to quickly identify any developing trend, resolve the root cause immediately, and disseminate the solution to all of its courses. To develop its outstanding safety record, Go Ape has consulted with national health and safety officials, climbing professionals and numerous industry manufacturers on issues such as:

- Appropriate use of ropes, harnesses and associated equipment;
- Strategic and systematic risk assessments;
- Operational procedures and systems of work; and
- Training policies and techniques.

Unlike other adventure course operators in the industry, Go Ape courses have minimal incidents that require participant rescues (i.e., where a participant has to be physically lowered from the course using rescue ropes), which is one of the few times a serious incident can occur. This is because Go Ape has an in-depth understanding of proper course design and trains its participants thoroughly to prevent the need for rescues. During 2014, the incidence of rescues across all our courses was 1 in 32,250 participants, which leads the industry average of 1 to every 1,000 participants.

It is Go Ape's dedication and experience with training both instructors and participants, its in-place emergency plans, and regular inspections that ensure the highest level of attention paid to the safety of all individuals in and around a Go Ape course.

4.3.1. Instructor Training

The proper training of staff is critical to the safe operation of a Go Ape Treetop Adventure course. Go Ape endeavors to train all staff in providing excellent customer service while ensuring the safe and proper use of equipment on the course. This creates a safe environment, as shown by Go Ape's industry leading safety record, in which participants can enjoy the adventure. The Go Ape training program is structured in three parts:

- Manager Training – for all Go Ape Site and Deputy Managers
- Instructor Training – taught by the Site Manager to all his/her staff
- Rescues and Emergencies –administered and taught by an independent third party

These training programs ensure that each employee is equipped with the appropriate knowledge to operate and maintain a Go Ape course. The completion of the training program is mandatory for all employees hired to work at a Go Ape course. All course employees will have current American Red Cross approved First Aid and CPR certifications. Current certifications for selected employees can be found in Appendix .

Site Manager Training

Before the course instructors are recruited, an experienced Site Manager is selected to operate the course. Site Managers are individuals who previously worked with Go Ape and demonstrated a strong aptitude in leadership, teambuilding, communication, organization, logistics, problem solving and other business and management skills. The syllabus for



Manager Training includes topics like Banking Procedures, Oversight of Records, Auditing PPE Checks and Recruitment. The Site Managers must demonstrate a high level of competency in each module, effectively run a course and train others while supervised for at least half a season prior to receiving the role at a new course. The Site Manager will have American Red Cross-approved First Aid and CPR certifications.

Instructor Training

Instructors will undergo a weeklong induction and training course that is standardized across all sites, ensuring that identical levels of understanding and safety competence are achieved and maintained. The training program consists of both classroom and experiential/hands-on training. Each employee must demonstrate competency in each training module before becoming a qualified Instructor. By creating a specific syllabus and training methods, Go Ape ensures that every Instructor receives the same level of safety training, whether they join at the start of the year or halfway through the season. Further, all of our staff, both current and new, must undergo training on an annual basis.

Anonymous Instructor Feedback from Go Ape Instructor on Training

"I thought that training was thorough and engaging. Our Team Leader/Site Manager did an excellent job of incorporating PowerPoints along with practical "boots on the ground" training."
– Go Ape Instructor

A copy of the detailed training manuals for the above personnel can be provided upon request.

Rescue and Emergency Training

Rescue and emergency trained personnel are critical to ensure a course is capable of handling emergency situations. Go Ape trains its employees to safely bring a participant from the course back to the ground. The Site Manager and selected full-time staff that demonstrate certain skills and behavioral traits are selected to attend Go Ape's Rescue Training program. All rescue-trained operators will receive first aid and cardiopulmonary resuscitation (CPR) training. Additionally, all rescue-trained personnel are required to receive bi-weekly re-assessments by the Site Manager. This training will be led by a SPRAT-level 2 certified trainer with experience training SWAT teams on rappelling and rescues, which exceeds any ropes course based standards requirement. At all times during operation, there will be either the site manager or another rescue trained staff member on site. A copy of the training manual for rescue training can be provided upon request.

4.3.2. Participant Training

To ensure the safety of participants, Go Ape prescreens them to ensure they meet the safety requirements of the course as to height, weight, and age. Due to the design of the course and safety equipment utilized by Go Ape, these requirements are minimal as the course is specifically created to be as accessible to a diverse group as possible. The age, height and weight limitations as previously described in Sections 4.1.1 and 4.1.2 do apply. Following check-in, all participants are required to review and sign a Risk Acknowledgment and Disclaimer form. Go Ape utilizes a uniform disclaimer form at each of its courses. This form provides a brief overview of the activity and explanation of the risks associated with it. Further, the disclaimer advises of the physical challenges of the course and indicate the participants' understanding of the same. A copy of the Go Ape waiver is attached in Appendix C. The Go Ape waiver is used in over 15 states all with public parks and differs



slightly from the requests of CFLPR. Go Ape is amenable to make changes to the form, but would request a conversation as there is a rationale for the inclusion of every sentence on the waiver as vetted by our council. The waiver provided just includes the proposed text and not the final graphics or orientation. Go Ape does not currently provided duplicate copies of the waiver to customers.

Thereafter, participants will proceed to the “training site” for complete instructional training and equipment disbursement. At the site, the assigned instructor will assist participants with adjusting their harnesses, ensuring all equipment is appropriately worn. The instructor will give a detailed safety brief explaining the safety equipment and demonstrating its use. Participants will then have an opportunity to demonstrate their ability to use the equipment properly on a practice site on the ground, and then 3 feet from the ground. This hands-on training allows the instructor to work directly with participants to ensure their understanding of proper safety procedures. A copy of the written narrative for the safety brief is attached in Appendix D.

To reinforce the required use of all safety equipment, as well as other safety precautions, signage will be placed throughout the course reminding participants, among other things, to “always stay attached.” Failure to remain attached to the safety system would result in immediate corrective actions through the course staff. An example of safety system notice signage is provided below.

Sample Course Safety Signage



Copies of all our risk assessment and procedures for keeping staff safe can be provided on request and exceed all current standards.

4.3.3. Emergency Plans

Each Go Ape course creates and documents a course-specific emergency plan that Go Ape staff are trained to implement in case of any emergency. Throughout the year, course evacuations are practiced as part of the training for instructors and local emergency services are invited to all courses for site and staff familiarization. To ensure that any level of accident is properly documented and resolved, Go Ape also trains staff to maintain a daily log that records all course activity. Despite Go Ape’s pristine safety record with over 5 million participants safely experiencing our courses without serious incident, it is prepared to properly handle emergency situations.



Lightening Policy and Hurricane Evacuation Plan

Go Ape has inclement weather policies in place establishing thresholds determining closures, which are:

- For high winds, weather is checked daily, if winds are over 25 mph for a sustained period of time (typically 1-2 minutes) at the closest school or airport where the information is real-time and available online, the course is evacuated.
- For thunder/lightening, Go Ape will adhere to CFLPR's lightening policy ensuring evacuation of the course upon alert by the City of Ft. Lauderdale warning. All guests will be required to take shelter until the all-clear signal is given.
- For rain, weather is checked daily and if rain reduces visibility of the course at height or mobility of the staff or participants, the course is evacuated.

Go Ape will follow the emergency evacuation procedures created for each course as its Hurricane Evacuation Plan. This emergency plan will secure all course equipment within 24 hours of notification from proper authorities as required. An example is provided in Appendix E. Go Ape develops similar evacuation procedures for every course and is shared with local fire and rescue departments to ensure adherence to their protocols. Typical evacuation time for Go Ape courses is less than 5 minutes, which exceeds the industry standard of ~30 minutes.

Participants on the course during a weather related evacuation are given a Go Ape certificate to return at another time or a refund for the portion of the course that was not completed. If an unexpected weather closure occurs prior to participants' reservation, the Go Ape team will send an email and call each of the bookers to alert them that Go Ape will be closed and provide a full refund or reschedule the booking for another time of their choice.

4.3.5. Inspections

Daily, Weekly, and Monthly Inspections

Go Ape incorporates rigorous internal and external inspection programs throughout the duration of the operational year. The frequency and detail of these programs were selected to ensure safety is not compromised at any time. Inspections include daily course checks, audits and annual operational reviews. The table below provides a sampling of the safety programs Go Ape will incorporate at Snyder Park.

Inspection	Conducted By	Frequency
Personal Protective Equipment (PPE) Check	Instructors & Site Manager	Daily & Monthly
Trash Removal	Instructors & Site Manager	Daily
Course Maintenance Check	Instructors & Site Manager	Daily & Monthly
Occurrence Reporting	Site Manager	Daily
Site Operations Review	Area Manager & Operations Director	Weekly
Safety Review	Site Manager & Area Manager	Twice Monthly
Site Audit	Site Manager & Area Manager	Quarterly
Annual Review	Site Manager, Area Manager, & Operations Director	Yearly
Course Construction and Maintenance Inspection	External – Independent Engineering Firm	Yearly
Tree Inspection	External – Certified Arboriculturist	Yearly



ACCT Inspection	External – Certified State Engineer and Independent Engineering Group	Yearly
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Annual Inspections

On an annual basis, Go Ape completes a thorough inspection of all aspects of the course. An accredited external inspector will conduct a full inspection of the course based on local and state standards. Also, Go Ape will complete an annual inspection of the trees that will be reviewed by an independent arborist. Finally, a manufacturer-certified inspector will inspect all Personal Protective Equipment (PPE). Go Ape shares its annual inspection documentation with its partners to ensure transparency within its operation and to provide solace that the course is being managed properly. Moreover, CFLPR would be welcome to request periodic review of service and inspection reports.

Reporting Process upon Discovery

If an issue is found during Go Ape's inspection process, the Go Ape instructor immediately assesses the risk and determines the corrective action. The instructor will report all course related issues to the Site Manager and all issues are to be recorded and reported as they occur. If the issue needs further evaluation or it is determined to be unsafe, that element of the course will be closed for repair. Finally, at any time, CFLPR can request to review a copy of the report.

Records Management of Safety Documentation

As detailed above, every Go Ape inspection is fully documented and recorded. To provide CFLPR with safety assurance, inspection documentation will be available throughout the year upon request. Documentation is stored for a minimum of three years, or the period of time required by law. In addition to the inspections described previously, all Risk Acknowledgements and Disclaimers and files on safety equipment are maintained. Safety equipment files include: the receipt date of the apparatus by the course, when it was put into service, and the dates and outcome of all internal inspections.

Further standard process and safety documentation stored within Go Ape's records management includes:

- Accident summary sheets
- Customer witness statement sheets
- Daily Radio and Patrol log
- Sit Harness Inspections
- Chest Harness Inspections
- Harness Register (chest)
- Harness Register (participants)
- Harness Register (instructors)
- Rescue Helmet inspection sheet
- Lock Code Register
- Quarantine Log
- Rescue Sack Checklist
- Rope Register & inspections

Go Ape Disclaimer





- Safety brief assessment
- Staff training records

4.4 Insurance Requirements


All operational risks will be carried by Go Ape, with no exposure to CFLPR. Construction will be funded by Go Ape and undertaken by Go Ape staff and contractors that will be identified post-award. Our coverage also includes the provision of a contractual indemnity backed by insurance to cover any potential CFLPR liability associated with the acts or omissions of Go Ape in the construction and/or operation of the Go Ape course. These activities will be backed by \$10 million in general liability coverage that is acquired through our insurance broker, Weaver Brothers, Inc. This insurance policy is considered 10 times the industry average to provide solace to CFLPR of our ability to cover any potential incident. Go Ape has worker's compensation, employers' liability insurance, and the other line item insurance requests from CFLPR. Go Ape will provide CFLPR with our policy for your records on an annual basis. In Appendix F, Please find a copy of an insurance certificate used for Delaware State Parks.


4.5 Course Equipment and Technology


Go Ape provides all equipment necessary for course participants utilizing advanced systems of safety and premier technology for its courses and is ACCT approved. Through its experience and research, Go Ape can ensure that its equipment offers the highest level of safety and quality for the activity.

For Snyder Park, Go Ape will incorporate a continuous belay lifeline design versus other options available such as a cow's tail, smart belay or clever carabiner system. After testing clever carabiners for over 3 years, Go Ape found that these devices were unreliable and also required constant maintenance due to the many moving parts of the device. On a continuous belay system, participants are connected to a wire cable (the lifeline) at the beginning of the course and fully secured throughout the entire activity until they return to the ground. The flow of the participant on the course is intuitive and much safer than the clever carabiner options available.

Participant Feedback: Course Safety



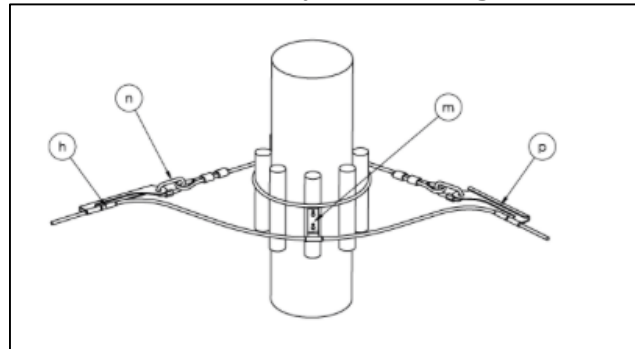
Marc Smith —  First time here at Go Ape. We had a blast. Highly recommend it. Staff is delightful and the safety factor was out of this world. Great Birthday present from the wife. We will be back with relatives and with my Firefighter family.

[Like](#) · [Comment](#) · about 2 months ago · 1 Review · 

Below is a diagram of the attachment mechanism for the continuous belay lifeline that is placed between the trees. Also in this diagram are the protective logs that are the sacrificial battens that protect the tree for construction.



Continuous Belay Lifeline Design



Overall, the continuous belay system incorporates a very simple design, which is easy for all individuals to use and is extremely safe and reliable.

Freedom Park Junior Course and Continuous Belay System Pictures



Below is a picture of the Go Ape custom pulley, as well as a picture of the standard harness. Additional information can be provided upon request regarding Go Ape's extensive operations manual that details all operations practices, method statements, checklists and situational best practices. Go Ape has incorporated extensive testing on the product and is confident that it provides a very safe, yet adventurous option for participants.

Pulley Design and Participant Harness (left to right)





No participant equipment is required to be supplied by the City. All equipment necessary to participate in the activity will be provided and maintained by Go Ape. A list of all the additional equipment required for the course operation can be found in the list below:

EQUIPMENT	QTY
ASPIR size 2	2
ASPIR size 1	12
ASPIR size 0	1
PULLEY DUETTO – BLUE	35
DETLA Ø10 MAILLON RAPIDE Zinc plated PPE- GREEN	15
VERTIGO WIRE-LOCK	10
MOUSQUETON OVAL STEEL WG – à bague automatique	15
PULLEY STIFF LANYARD GREEN 112cm	20
10 PANJI Harnesses	12
LANYARD TIGER BLUE 75/95CM	150
Asymmetrical LANYARD AKRO 10/107cm BLUE & RED	15
POULIZ 2.0 PULLEY	130
HALF MOON Ø10 MAILLON RAPIDE Zinc plated PPE GREEN	140
PINCH	150
UNLOCK TOOL FOR POULIZ 2.0	2
PEAR-SHAPED Ø12 MAILLON RAPIDE Zinc plated PPE RED	10
PEAR-SHAPED Ø12 MAILLON RAPIDE Zinc plated PPE	15
NORMAL Ø10 MAILLON RAPIDE Zinc plated PPE	10
STANDARD Ø10 MAILLON RAPIDE ZINC PLATED PPE RED	10
VOLTIGE	15
HALF MOON Ø10 MAILLON RAPIDE Zinc plated PPE	20
K-ADVANCE GREEN KARABINER – double safety system	10
RODEOSTOP FALL ARRESTER BLOCK B100	2
DEROPE STD 30m rope + 2 Karabiners OVAL SG	1
I'D S	1
VERTEX BEST HELMET YELLOW	4
WHITE POLYAMIDE THREADED CORD – 100m reel	1
PILLAR STEEL KARABINER TG – Triple twist lock gate	12
OVAL STEEL KARABINER SG – Oval symmetric shape – Scre	30
TARZAN LANYARD KIT JANE – K Advance Green – MR delta	5
10 VERTIGO Wire-Lock	16

4.6 Quality/Internal Control

Go Ape understands that CFLPR will want visibility of Go Ape development and operations within Snyder Park. One of the ways Go Ape accommodates this desire in addition to regular meetings and schedule updates is through sharing key deliverables used to manage the quality of its operation. Listed below are the deliverable names, their intended purpose, the phase of creation in the development lifecycle, and CFLPR review and consultation recommendations.



Phase	Deliverable	Purpose	CNRP Review
License Agreement & Course Approval	License Agreement	Provide contractual guidelines for course development and operation.	Review and approval prior to project start
	Project Schedule	Review and discuss project activities, timing, and responsibilities	Recommend review on Day 1 of project
	Course Design Sitemap and Schematic Design	To provide location, elevations, tree identification, and obstacles within course	Provide schematic design to be approved by CFLPR
	Independent Tree Inspection	Ensure all trees used during course are healthy	Provide prior to build and annually
	Minor Site Plan	Outline structural aspects for approval of cabin construction	Provide Site Plan for approval to CFLPR
	Construction and Operation Insurance Policies	Provide documentation of insurance coverage	Provided to CFLPR prior to build and operation for records
	Waivers and Disclaimers	Provide legal protection in case of course incident	Recommend CFLPR review prior to opening day
	Business License	Provide Go Ape with necessary approval to conduct business at Snyder Park	Provided to CFLPR prior to construction
	Engineered Drawings	Satisfy local building standards, if applicable, submitting a sealed drawing	Provided to CFLPR prior to submission for approval.
	PR and Marketing Campaign Documentation	Provide an overview of marketing and PR campaigns we hope to execute to support the course	Recommend review and approval prior to build start

Phase	Deliverable	Purpose	CNRP Review
Development	Course Inspection – ACCT Standard	Ensure course is built to industry standard and complies with guidelines established for operations and public safety. Comply with applicable local, state and federal laws.	Provided CFLPR prior to operation for records
	Yearly inspection certificate and the insurance policy	Comply with applicable local, state and federal laws, codes, regulations and ordinances, providing insurance documentation to support compliance.	Provided to CFLPR and reviewable on a yearly basis.



Phase	Deliverable	Purpose	CNRP Review
Operations	Criminal Background Checks	To comply with CFLPR's requests for documentation for instructors	Provided to CFLPR upon hiring staff
	Staff CPR and First Aid Certification	To comply with CFLPR's requests for documentation for instructors	Provided to CFLPR prior to staff working operationally
	Certificate of Completion	To indicate that City of Fort Lauderdale Building Services Division has approved and permitted the operation of the course.	Provided to CFLPR prior to operation
	Operational Inspection	To ensure course continues to be built to industry standards. Inspections will ensure Go Ape is responsible for the maintenance and daily safety of all equipment.	Review available after opening day upon request.
	Incident Report	To track incidents on the course	Review internally on a weekly basis. Reported immediately upon a significant incident.
	Participant Service Feedback System Output	To track participant reception of the course experience	Available upon request
	Monthly Tax Records/ Sales Report – documents will be an export of our financial system and a copy of our tax documentation verified by our accounting firm	Provide auditable account of financials	Go Ape can provide monthly reporting and payment; however, it would prefer to provide quarterly reporting and payment monthly.
	Annual Reports / Seasonal Revenue Statement	To provide complete report of annual financials and activities	Provided to CFLPR annually. By March of the following year.
	Emergency Plan	In case of emergency CFLPR is aware of plans and procedures	Reviewed once finalized and upon request

4.6.1. Accounting System

Go Ape primarily uses two types of software when compiling accounting and financial data. The first is Go Ape's custom built, proprietary booking system, Inforgen, which assigns a unique identifier to each booking. Using Inforgen, a customer's account can be viewed using this reference number or any other identifying information, including name, email address, date of activity, etc. Inforgen serves as a data center for all booking information. A selection of the different types of data that can be extracted from Inforgen includes:

- Customer/Group booking details (Name, Contact Details, Date of Booking, Date of Activity, etc.);
- Breakdown of participants by day, including type (i.e. Gorillas/Orangutans/Baboons), time of session, price paid, promotion or discounts used;
- Point of purchase, i.e. if booking was made online, via the call center or at the Go Ape course;
- Promotion and Discount details, including the dollar amount charged to each code and the date of expiration for each code;
- Gift certificate details, including date of issue, redemption or cancellation date;
- Activity details, including number of historical or future bookings by date and time;
- Payment details, including type of payment, admission fees received, refunds issued; and
- Monthly and Quarterly reporting is available upon request



For accounting purposes, InforGen extracts of payment details are reconciled to bank account statements by Go Ape employees on a weekly basis and by Go Ape's external accounting firm, Friedman & Associates, PC, on a quarterly basis. These extracts are also used to compile the data to compute local, state and federal tax returns.

The other accounting software that Go Ape uses is QuickBooks (Premier Accountant Edition). Book keeping is done on a weekly basis and includes downloading bank account transactions and reconciling them to the company's check register along with downloading corporate credit card transactions and reconciling them to employee expense reports and receipts.

As indicated above, Go Ape has retained the accountancy firm, Freidman & Associates, PC, located in Rockville, Maryland, to assist with the maintenance of its accounting records and to ensure that Go Ape complies with applicable FL State and federal regulations. Freidman & Associates routinely reviews and reconciles Go Ape's accounting books on a quarterly basis as well as prepares the company's annual financial accounts.

Go Ape has in place internal controls to ensure proper and accurate accounting, in addition to the external checks. Although the majority of purchases for the business are made at the head office level, Go Ape maintains an extensive expense policy to govern the day-to-day expenses incurred by employees. This policy outlines the type and, if applicable, the reasonable amount of that expense. Every employee is responsible for submission of expenses in a timely manner along with corresponding receipts and documentation. All expense reports are reviewed and approved by Jenny D'Agostino or another Director of the company before being processed for reimbursement. Expense reports and supporting documentation are kept on file should a need for an audit arise.

4.6.2. Sample Operating Report

A sample monthly reporting form is provided below

Go Ape Mill Stream Run LLC Mill Stream Run Reservation Monthly Reporting Form				
Vendor Name	Go Ape			
Park name	Mill Stream Run Reservation			
Date of report	11/18/15			
Period of report	Oct-15 (monthly summary)			
Category Revenue	Number of Visitors/sales	Revenue		
Free of Charge	15	\$ -		
Discounted Tickets	402	\$ 18,566.06		
Full Price - Gorillas	361	\$ 20,577.00		
Full Price - Orangutans	14	\$ 798.00		
Full Price - Baboons	94	\$ 3,478.00		
sub-total Tree Top Adv.	886	\$ 43,419.06		
Merchandise note 1		\$ 673.20		
Totals	886	\$ 44,092.26		
Submitted by: _____			Date: _____	
print name			signature	

	Allocation of Free Charges	Allocation of Discounted Tickets	Full Price Tickets	Total Visitors
# of Gorillas	13	305	361	679
# of Orangutans	-	32	14	46
# of Baboons	2	65	94	161
Total	15	402	469	886



4.6.3. Sample Annual Statement

A sample annual statement is provided below.

	Projected Annual Operating Budget - New Site	
	Year 1	Year 2
Income		
Visitor Numbers	14,500	16,500
Gross Ticket Sales	696,000	792,000
Less Sales Tax	58,116	66,132
Net Ticket Sales	754,116	858,132
Merchandise Sales	5,000	10,000
Less Sales Tax	338	675
Total Revenue	759,454	868,807
Cost of Sales		
Merchandise Inventory	7,000	12,000
Merchant Fees	27,000	30,000
Direct Site Costs	-	-
Labor Costs	270,000	300,000
Training	7,000	8,000
Rent	27,840	35,440
Insurance	80,000	80,000
Call Center Fees	30,000	33,000
Communication Costs	5,400	5,700
Legal	15,000	15,000
Marketing / Advertising	60,000	65,500
General Site Running Costs	29,000	31,000
Environmental Management	12,000	10,000
Depreciation (Site)	67,800	74,000
Other Costs	2,500	2,500
Total Cost of Sales	640,540	702,140
Gross Margin	118,914	166,667
Gross Margin %	16%	19%

4.7 Marketing

The marketing strategy utilized by Go Ape will ensure that the community is aware of, and excited about, the new amenity at Snyder Park. Building the Go Ape brand in a new community has been successfully performed in each of its 12 locations. Go Ape's marketing strategy requires successful communication about the experience and product to potential participants at the outset and builds on Go Ape's focus of delivering a superior experience. The initial and annual marketing plan will be proposed to CFLPR prior to any campaign starting for feedback to ensure alignment with CFLPR's marketing strategy and brand.

Participant Feedback: Go Ape Brand Recognition



Christopher - Treetop Junior, at Freedom Park, on 24 July 2015

From the moment we arrived (and our sons exploded in cheers when they saw the "Go Ape" sign on the registration building) through our entire experience, the Go Ape staff provided us with an excellent family adventure! The safety briefing (for the Treetop Junior course) was easy to follow and taught in at age appropriate level, and the course was a blast to run with our 9 year old and 6 year old. We will definitely be coming back soon!

In developing its marketing plan, Go Ape's aim is to focus on recreational and educational qualities of the course, while promoting the unique characteristics of Snyder Park. This strategy serves as the starting point to a comprehensive marketing plan, which is tailored to the local community.



The marketing public relations program will use the following media: on-line, radio, television, and print sources to promote Go Ape at Snyder Park. Go Ape will provide a course specific marketing plan upon approval of the agreement to outline suggested campaigns and collateral for CFLPR approval.

Examples of Media Coverage



Our marketing programs coupled with high participant ratings on Trip Advisor (#1 Rated Activity in Each Location), Yelp, Go Ape's internal feedback system, and various awards (such as Best Outdoor Activity in Eastern VA by Virginia Living Magazine and top 10 zipline adventures according to USA Today) ensure Go Ape will provide the local community with information and interest in the new leisure activity.

Listed below are some specific marketing activities that have been successful in obtaining exposure to new courses.

Ape Spotting

Go Ape organizes "Ape Spottings" at numerous local meeting places and events. A Go Ape "Gorilla" and other employees will hand out informational cards (business card size) and free Go Ape branded bananas. Go Ape promotes these events through social media by informing our Followers of the next Ape Spotting location and offering prizes to those that post pictures of themselves with our "Gorilla."

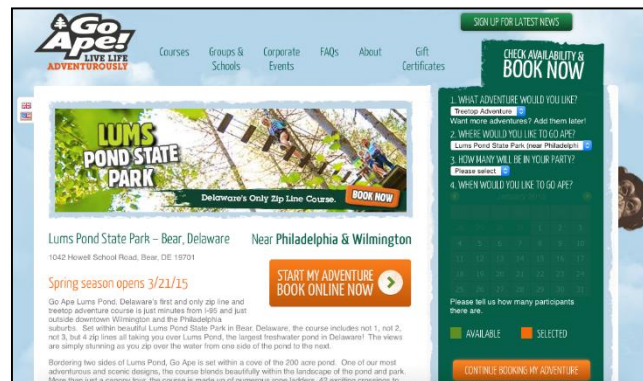


Website

Go Ape incorporates an award winning, custom website (<http://www.goape.com>) to provide prospective participants with information about courses and the opportunity to book on-line. To provide visibility and educate the public about the new Snyder Park course, a dedicated webpage for it will be created. This park specific page will include informative videos, course details, and an interactive Google Maps service to provide participants with reliable directions. A course webpage will look similar to the webpage below.



Sample Go Ape Park Specific Website



Social Media

Moreover, social media has become critical part of the Go Ape experience. Both Facebook (<https://www.facebook.com/GoApeUSA>) and Twitter (<http://twitter.com/#!/goapeusa>) are popular sites for Go Ape participants. For example, over 73,000 people have become Facebook fans of Go Ape USA. Fans and Followers share their experiences through these social media outlets and also serve as an effective group for spreading information regarding upcoming events and promotions. Facebook ads and promoted posts to target those who have already joined Go Ape's page are utilized, as well as targeting by region, age and interest.

Participant Feedback

Go Ape participants have continued to provide positive feedback from our thrilling treetop adventure. This positive feedback has earned Go Ape positive feedback in media and independent social media sites such as Trip Advisor and Yelp. Go Ape is the #1 ranked attraction in all of its markets, including the highly competitive tourist destination, Williamsburg, Virginia. Even more impressive is the fact that Williamsburg includes Water Country USA (nation's largest waterpark), Busch Gardens, and Colonial Williamsburg.

Go Ape has been recognized by TripAdvisor with the Certificate of Excellence in 2013, 2014, and 2015. This certificate is only given to establishments that consistently achieve outstanding traveler reviews on TripAdvisor.

Partnership Marketing

Through Go Ape's partnerships with local tourism associations, Go Ape and Snyder Park will benefit from the visibility that the Treetop Adventure course receives from other association partners. Below is one of the many examples of the prominent visibility Go Ape courses receive on tourism, non-profit, and park pages with <http://www.visitindy.com>, the official tourism website for Indianapolis. Because of partnerships with government organizations, these groups can leverage their existing relationships with local non-profits and tourism groups to increase awareness of Go Ape. By partnering with Go Ape, Snyder Park is able to gain increased exposure for the course and other activities within the park.



Indy.com and Delaware State Park Website Examples



5

Go Ape also forms strategic non-profit partnerships with surrounding groups in the community to raise money and awareness for their programs.

For its Rock Creek Park course, Go Ape chose to partner with the nonprofit organization City Kids Wilderness Project whose mission is to provide enriching life and outdoor experiences to underserved and at-risk youth. Go Ape helped with programming and also raised approximately \$5,000 for the organization. Go Ape will offer the same benefits to City of Ft. Lauderdale area non-profit associations.

Boy Scout Non-Native Removal Event at Go Ape; City Kids Wilderness Foundation (left to right)



On a national level, Go Ape has a partnership with the U.S. Fish and Wildlife Service and together efforts are made to educate park visitors on wildlife conservation. Additionally, Go Ape is aligned with programs such as “No Child Left Inside” and the “Let’s Move” campaign to encourage more elementary aged children to be physically active and fight childhood obesity.

Most recently, Go Ape developed a relationship with Big Brothers, Big Sisters to provide opportunities for youths to experience outdoor adventure. Through this relationship, further emphasis was placed on encouraging an inclusive confidence-building outdoor activity for young participants, including the underserved. In furtherance of this relationship, Go Ape promoted the “National Live Life Adventurously Day,” during which it donated one ticket to Big Brothers Big Sisters for every ticket purchased.



Promotional Advertisement for National Live Life Adventurously Day



Adwords and Retargeting

Go Ape will use both Google and Bing adword campaigns throughout the year to promote the Go Ape course at Snyder Park. These campaigns will capture users searching specific keywords aligned to the Go Ape activity and optimized for the state and specific radiuses around the course. In addition to adwords, Go Ape will use retargeting ads to capture users who have previously visited GoApe.com. These serve as a reminder to come back and visit the website and book an adventure. Both adwords and retargeting ads have proven successful at attracting new guests to courses and the park.

Directional Signage

Go Ape creates well-placed signage at the reception cabin and, where possible, internal park directional signage as well as external signage along major roads. Go Ape will work with the Snyder Park staff to develop, design and, if necessary, produce attractive, easy to read signs that will fit into the signage scheme of the park. An example of a directional sign used at the Rockville, MD course is displayed to the right. CFLPR will approve the design and location of any signage prior to fabrication.

Go Ape Directional Signage



Print Materials

Sales literature will also be used to attract participants to the course. Examples of this type of literature include brochures, travel maps, and newspaper and magazine advertisements, which will initially be provided to CFLPR for approval.

5. ADMISSION FEES

Go Ape proposes to build an inclusive high ropes adventure course suitable for children of 10 years of age as well as mature adults. The optional junior course will be able to accommodate children 3'3" and above, typically a 4 year old. The combined course offering is the best solution to engaging a diverse population.

Go Ape proposes to have the following advertised admission fees:



Treetop Adventure Course

\$58 – over 16 year olds

\$38 – 10 to 15 year olds

Treetop Junior Course

\$28 – all participants (no charge for supervising adults that do not participate)

Go Ape's 14-year operational record has provided valuable insight into the pricing model. Go Ape compares its proposed pricing to various industry competitors as well as other market substitutes. Go Ape believes that the admission fees for adults and children, respectively, will allow for Go Ape to achieve its target participant numbers, while maintaining a high quality participant experience.

Go Ape does not understand the need for a security deposit as referenced in Section 3.8 and 4.2.7 in the RFP and appreciates any clarification from CFLPR.

Go Ape's ticket price is a product of labor rates, company required insurance rates, and course insurance markets. These factors, especially course insurance, can be highly variable on a year to year basis and projecting costs can be arbitrary. With our extensive experience within public parks, Go Ape understands the need for controlled costs for concessionaires in public parks, but requests from CFLPR some flexibility in pricing approvals and their projections. Go Ape does not envision

5.1 Pricing for Park Programs

Go Ape understands that the City of Ft. Lauderdale sponsors youth/teen programs and team-building programs. Go Ape will offer CFLPR 500 free tickets to use towards these programs. Additionally, Go Ape is also willing to offer a 20 percent discount for participants of these programs if used during weekday sessions.

5.2 Merchandise

Go Ape also recommends offering additional merchandise such as Go Ape branded t-shirts and Nalgene water bottles and a limited selection of food items. The merchandise is sold largely at cost and provided for marketing purposes and to add to the participant's overall experience.

Item Description

Suggested Price

1. T-shirts, various sizes	\$20
2. Nalgene water bottles	\$10
3. Granola Bars (brand to be determined)	\$2 to \$3
4. Sports Drinks	\$2-3
5. Lanyards	\$5
6. Gloves	\$6
7. Ponchos	\$3
8. Ice Cream (brand to be determined)	\$2 to \$4

*Prices do not include local and state taxes



6. REFERENCES

Please see Section 2 – Experience and Qualifications of Go Ape. The contact information for seven of Go Ape’s current park partners is provided within this section. If CFLPR would like contact information for any of Go Ape’s other partners, Go Ape will be happy to provide the same.

7. TREATMENT OF ISSUES

7.1 Term Length and Ownership

The term length is critical to the viability of the project financially. Based on Go Ape’s experience, a course does not reach maturity in terms of customer numbers until year four or five. As a result, any major storm or external factor that could cause operational downtime would inhibit the full financial benefits of maximum customer participation and potentially inhibit a return on Go ape’s investment. This reasoning is also behind the request to amend the termination for convenience clause. Moreover, the longer the contract length, the greater the financial return will be for CFLPR. By offering a shorter term, CFLPR is forcing its perspective partners to be unnaturally focused on return on their investment. Instead, Go Ape would prefer to focus on continuous improvement of the customer experience with annual course maintenance and course obstacle replacements to ensure that the course appeals to both new and returning customers.

Go Ape is equally concerned with the ownership of CFLPR of all course equipment at the end of the term and asks CFLPR to consider a longer contract term that allows Go Ape to assume ownership of all course fixtures and course equipment at the end of the contract. Within adventure course park partnerships, it is highly unusual to request ownership of the course and equipment. One of Go Ape’s concerns is future competition in a metro area where it has existing courses and where CFLPR plans on providing another opportunity at Lake Fairfax. Another concern is the sizeable risk and very little reward Go Ape will incur as part of this project, especially when other infrastructure requirements for course operation (parking and bathrooms) are not provided. It is also implied that the intent of this future ownership is to allow CFLPR to operate the course, which presents several operational and legal concerns for Go Ape. One being continued liability for Go Ape (as the builder) with the course without having control of the course operations and maintenance upon change of ownership. A second being the difficulty in the operation of the course and the impact any accidents would have locally on adventure park usage and within the industry. Independent inspections are one tactic to ensure that a course is safe, but as can be seen by the Go Ape operational team, many facets of the operation are not covered by simple inspections against standards. In fact, the majority of customer accidents that occurred within this country in the last year happened to ACCT certified courses. Go Ape hopes that CFLPR does not underestimate the level of effort and expertise required to operate adventure courses and requests that CFLPR amends their current intent to own the course and all equipment and that ownership from this project only extend to created course infrastructure for the project. Having improperly trained teams run a course, especially as a course ages, will open CFLPR to potential litigation if a staff member does not properly inspect and maintain/ replace the course and equipment.



7.2 Performance Bond

Go Ape would appreciate CFLPR eliminate the performance bond requirement from the project. The development of the treetop adventure course requires a heavy capital expense that is highly variable and require a substantial cash reserve to cover potential costs or increased marketing spend. Go Ape or any other operator lacks the typical collateral leveraged in performance bonds, since our courses are mostly ropes and platforms in trees, so the requested bond would have to be paid in cash by Go Ape. When requested, the performance bond takes cash that could be used to otherwise ensure the longer term success of the course.

7.3 Termination/Default Clause

Per Section 2.38, point 1, Go Ape requests a quiet enjoyment clause or similar clause with a concession agreement be added to the contract due to the very short contract length. In keeping with the Go Ape brand in public parks around the country, we are providing a significant investment into the amenity to provide the highest quality product possible. Some assurance of our ability to operate on a day to day basis without termination is required to achieve a fruitful partnership.

Also, per Section 2.38, paragraph 1 of the RFP, Go Ape requests a longer period to cure and default. Some repairs require the ordering of specialized equipment and the total length of time to order and install can exceed one month in severe cases. Go Ape requests this cure period be extended to 1.5 months.

7.4 Conformity to Waiver Requirements

See section 4.3.2 of the proposal for requests with waiver functional requirements.

8. FINANCIAL OFFER

Go Ape proposes to deliver a premier aerial adventure course at no cost to CFLPR. Go Ape has secured financial resources to fund the entire capital expenditure required to build, deliver and operate a course. The budget Go Ape has allocated for both operation cabin, treetop adventure course build is estimated at \$720,000. This figure includes surveys, site plans, permitting and construction of the course and cabin.

Go Ape acknowledges that CFLPR is looking to expand its program offerings to include more outdoor recreation/ education/ adventure activities for all ages. Go Ape will be able to fulfill this goal by offering a high-quality, comprehensive, eco-educational activity suitable for ages 4 and above. Moreover, Go Ape's financial and operating history will provide CFLPR with a reliable source of income from an added amenity.

Facility Use Fee

Go Ape understands the requested minimum preferred fixed annual Facility Use Fee payable to the City as listed in the RFP, but Go Ape does not think that a viable operation can sustain itself with such a high fixed revenue share. As an alternative Go Ape proposes the following:



Contract duration: \$ 1,000 per month = \$12,000 ANNUAL

This flat fee will serve as a minimum for the total yearly fee provided. The total yearly reconciliation will be calculated by subtracting this flat fee from the gross revenue percentage provided below. To clarify, the facility use fee will not be in addition to the gross revenue, but serve as a minimum for the gross revenue percentage. If gross revenue percentage is higher, Go Ape will pay the difference at the end of the year.

Gross Revenue for Merchandise

In exchange for the use of parkland, Go Ape proposes to offer a tiered revenue share to CFLPR:

Revenue Share								
	Base Percentage	1st Tier	2nd Tier	3rd Tier	4th Tier	5th Tier	6th Tier	7th Tier
If Go Ape Revenue is	<\$100,000	\$100,000	\$200,000	\$200,000	\$400,000	\$600,000	\$800,000	>\$1,000,000
Percentage Revenue Share	3%	4%	5%	6%	7%	8%	9%	10%

This revenue share structure will allow for CFLPR to benefit from the successes of Go Ape during the partnership. Should CFLPR be open to extending the term of the contract at the time of contract award, Go Ape would be willing to negotiate a higher revenue reimbursement percentage to CFLPR.

Go Ape estimates that the revenue share percentage after year 1 of the course opening will fall in the middle to higher tiers due to the current popularity of the park and the large metropolitan area surrounding the course. Go Ape has only included the lower revenue tiers in order to protect the business in circumstances where a short/long-term course closure would be required, e.g., a large storm takes out course trees. In these cases, because there are fixed costs of the business that Go Ape will be required to pay, we would seek a lower revenue share percentage to ensure the viability of the business.

This revenue reimbursement will be calculated from the gross revenue received by Go Ape on admission fees from the Go Ape course at Snyder Park. Admission fees will be calculated on a monthly basis using our custom, proprietary reporting system, Inforgen, to determine the number of Go Ape visitors and the respective revenue received. These reporting extracts will be available for authorized City representatives and are derived from the data and system used to determine statutory tax calculations for Federal, State and local returns. Go Ape is able to provide a breakdown of admissions fees by type of guest (Gorilla, Orangutan, and Baboon) along with providing the guest detail as requested. Guest detail includes name, physical address, email address, phone number, reference number, booking date, activity date, number of guests in the group and price paid, where applicable.

Go Ape defines gross revenues as the amount of sales of all merchandise, entry or event fees and/or services sold and does not include the amount collected for taxes or other governmental charges and expenses. Because our gift certificate purchases are not used evenly across our courses, we do not include their sale within the gross revenues total, but will include them once they are redeemed for the course. Also not included in the gross revenue total are any sum refunded or credited given to Go Ape's customers, provided that the sum or credit must not exceed the sale price of the goods or the charges for the services.



Security Payment

Go Ape is unable to provide a security payment as many of the terms of the contract will need to be discussed with CFLPR prior to Go Ape's acceptance of the contract. Current terms are far outside of industry and aerial park norms. This is likely the reason there were no proposal submissions for iteration of the RFP. Go Ape is excited about working with CFLPR, but wants to ensure that the terms create a viable venture that is successful for both parties. Go Ape is fortunate that we can provide real numbers for our attendance and costs figures rather than another vendor that may skew their numbers to make the partnership look more enticing, which often leads to a failure to deliver and a request to change contract terms.

Go Ape is willing to provide a deposit as requested following contract execution of 5 percent of the proposed capital payment (approximately \$1,800) to ensure we follow through on our promise to execute the project. Upon receiving the permits to operate, this deposit will serve as the first payment of the facility use fee.



9. SUMMARY

Go Ape will design, build and operate a Go Ape Treetop Adventure Course for Snyder Park with the objective of providing an accessible opportunity to community members to experience fun and rewarding recreation programs in an aesthetically pleasing environment. It will ensure that the course fits seamlessly with the existing park atmosphere thereby promoting the development and maintenance of clean, aesthetically pleasing parks and recreation facilities while providing innovative programming to motivate and reinvigorate adults and youths to get “more out of life” in a safe environment. Go Ape also hopes to infuse an environmental awareness in the community while promoting a healthy, active lifestyle. Additional benefits are summarized below.

Environmental benefits and enhancement of stewardship:

- Removal of non-native invasive species, or similar activity with a positive environmental impact to the park.
- Conduct proper forestry of the Go Ape course area at Cranbury Park to include removal of deadwood and dead trees to ensure the course area is safe for participants and non-participants (leaving brush piles and snags where appropriate), and use of woodchip to limit root impaction.
- Implementation of educational signage regarding unique environmental aspects of Cranbury Park throughout the course.

Community benefits of quality and value:

- The Go Ape course activity is an excellent complement to existing physical and educational outdoor initiatives encouraging community members to take part in physical outdoor activities, specifically those offered at Snyder Park.
- Accessible activity designed to reach the majority of the population across all age groups and physical abilities, including accessible physical activity to 95% of the disabled community.
- An activity designed to build self-confidence of participants and improve both mental and physical well-being.
- An innovative program that promotes a healthy lifestyle while motivating participants to get “more out of life” and “live life adventurously, while at the same time providing prompt, excellent customer service.



10. APPENDIX A: REQUIRED FORMS

Original and copies of response forms are part of separate within the submission.

Contract Payment Method not found for inclusion. Business license will be provided post award and prior to contract execution.

BID/PROPOSAL CERTIFICATION

Please Note: All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) Go Ape, Adventure Forest LLC, to be (see section 1.1 of proposal)

Address: 241 East 4th Street, Suite 105

City: Frederick State: MD Zip: 21701

Telephone No. 301-300-0710 FAX No. _____ Email: Dan@goape.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): N/A

Payment Terms (section 1.04 of General Conditions): N/A

Total Bid Discount (section 1.05 of General Conditions): N/A

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): N/A MBE _____ WBE _____

ADDENDUM ACKNOWLEDGEMENT - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Addendum No.	Date Issued	Addendum No.	Date Issued
<u>1</u>	<u>2/10/2016</u>	_____	_____
_____	_____	_____	_____

VARIANCES: If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDSYNC you must also click the "Take Exception" button.**

See proposal Section 7, Treatment of Issues

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

DAN D'AGOSTINO
Name (printed)

2.23.16
Date:

[Signature]
Signature

MANAGING DIRECTOR
Title

SECTION 6 – COST PROPOSAL PAGE

Contractor Name: Go Ape

Contractor agrees to pay the City the fees, rates and percentages bid below in accordance with the terms, conditions and specifications contained in this RFP.

Failure to use the City’s COST PROPOSAL Page may deem your proposal non-responsive.

1. Annual Facility Use Fee proposed

Year One for the remainder of the contract:

\$ 1,000 /month X 12 months = \$ 12,000 /annually
(preferred minimum \$2,000 per month/\$24,000 annually)

Sub Total: (Years 1, 2, 3, 4, & 5) \$ 62,000

Year Six:

\$ 1,000 /month X 12 months = \$ 12,000 /annually
(preferred minimum \$4,900 per month/\$58,800 annually)

Year Seven:

\$ 1,000 /month X 12 months = \$ 12,000 /annually
(preferred minimum \$5,300 per month/\$63,600 annually)

Grand Total: \$ 84,000 /7 years

Annual Facility Fee will be used as a minimum payment and contribute to pay the gross concession revenue annually. The total yearly payment will be the Gross Concession Payment minus the Annual Facility Payment as reflected in the calculations below.

Percentage in the amount of 3 % (escalating based on scale provided in proposal Section 7), of Gross Concession Revenue, net of sales tax.

Note: Retail concession items for sale at the Aerial Adventure course site: goods, food or beverages, including but not limited to, t-shirts, hats, water bottles, water, sports drinks, energy bars, etc. or any other items approved for sale as a retail concession item, as outlined in Part IV - Technical Specifications/Scope of Services, Section 03. NO AERIAL ADVENTURE COURSE RETAIL EQUIPMENT SALES ARE PERMITTED.

Note: All payments will be paid monthly over 12 – month period

Contractor estimates that he will generate \$ 1,740,400 in gross receipts over the first 12 months of the contract (if November 2016 to November 2017). Go Ape payments to CFLPR estimated to reach \$52,190 after the first 12 months of the course operation.

Based on the Aerial Adventure course proposed, Contractor estimates that he will initially invest \$ \$720,000 in capital improvement to provide the services specified in this RFP.

2. Retail Concession Items for Sale

List all retail concession items you are proposing for sale at the Aerial Adventure course area.

Note: “concession items for sale at the Aerial Adventure course site: goods, food or beverages, including but not limited to, t-shirts, hats, water bottles, water, sports drinks, energy bars, etc.” (Part III – Technical Specifications/Scope of Services, Section 03 – Use of retail Concession Area).

Total	
<u>Description</u>	<u>Value</u>
Item Description	Suggested Price
1. T-shirts, various sizes	\$20
2. Nalgene water bottles	\$10
3. Granola Bars (brand to be determined)	\$2 to \$3
4. Sports Drinks	\$2-3
5. Lanyards	\$5
6. Gloves	\$6
7. Ponchos	\$3
8. Ice Cream (brand to be determined)	\$2 to \$4
*Prices do not include local and state taxes (use additional sheets if necessary)	

Contractor shall provide the methodology behind all of the fees provided in Sections 1 and 2 above.

3. Written policy and procedure for internal controls to record rentals/participants for Aerial Adventure course income and for any retail concession retail concession site goods, including but not limited to,

t-shirts, refreshments, water bottles. Describe your company's accounting systems, planned frequency of reporting procedures, and management control check and balance systems for retail concession site goods, including but not limited to, t-shirts, refreshments, water bottles. Provide a SAMPLE for the types of financial operating reports your company will use for both rentals/participants and for retail concession item sales.

Go Ape primarily uses two types of software when compiling accounting and financial data. The first is Go Ape's custom built, proprietary booking system, Inforgen, which assigns a unique identifier to each booking. Using Inforgen, a customer's account can be viewed using this reference number or any other identifying information, including name, email address, date of activity, etc. Inforgen serves as a data center for all booking information. A selection of the different types of data that can be extracted from Inforgen includes:

- Customer/Group booking details (Name, Contact Details, Date of Booking, Date of Activity, etc.);
- Breakdown of participants by day, including type (i.e. Gorillas/Orangutans/Baboons), time of session, price paid, promotion or discounts used;
- Point of purchase, i.e. if booking was made online, via the call center or at the Go Ape course;
- Promotion and Discount details, including the dollar amount charged to each code and the date of expiration for each code;
- Gift certificate details, including date of issue, redemption or cancellation date;
- Activity details, including number of historical or future bookings by date and time;
- Payment details, including type of payment, admission fees received, refunds issued; and
- Monthly and Quarterly reporting is available upon request

For accounting purposes, Inforgen extracts of payment details are reconciled to bank account statements by Go Ape finance department on a weekly basis and by Go Ape's external accounting firm, Caldwell & Company, on an annual basis. These extracts are also used to compile the data to compute local, state and federal tax returns. These extracts can also be provided to CFLPR on a monthly basis as well. Monthly inventory counts of concession items are also performed and a total merchandise sales for the month are provided to CFLPR.

The other accounting software that Go Ape uses is QuickBooks (Premier Accountant Edition). Book keeping is done on a weekly basis and includes downloading bank account transactions and reconciling them to the company's check register along with downloading corporate credit card transactions and reconciling them to employee expense reports and receipts.

As indicated above, Go Ape has retained the accountancy firm, Caldwell & Company, located in Bethesda, Maryland, to assist with the maintenance of its accounting records and to ensure that Go Ape complies with applicable City of Fort Lauderdale and federal regulations. Caldwell & Company routinely reviews and reconciles Go Ape's accounting books as well as prepares the company's annual financial accounts.

Go Ape has in place internal controls to ensure proper and accurate accounting, in addition to the external checks. Although the majority of purchases for the business are made at the head office level, Go Ape maintains an extensive expense policy to govern the day-to-day expenses incurred by employees. This policy outlines the type and, if applicable, the reasonable amount of that expense. Every employee is responsible for submission of expenses in a timely manner along with corresponding receipts and documentation. All expense reports are reviewed and approved by both a manager and the Financial Controller or another Director of the

company before being processed for reimbursement. Expense reports and supporting documentation are kept on file should a need for an audit arise.

A sample monthly reporting form is provided below.

Sample Monthly Operating Report
Go Ape Mill Stream Run LLC
Mill Stream Run Reservation
Monthly Reporting Form

Vendor Name Go Ape
Park name Mill Stream Run Reservation
Date of report 11/18/15
Period of report Oct-15 (monthly summary)

Category Revenue	Number of Visitors/sales	Revenue
Free of Charge	15	\$ -
Discounted Tickets	402	\$ 18,566.06
Full Price - Gorillas	361	\$ 20,577.00
Full Price - Orangutans	14	\$ 798.00
Full Price - Baboons	94	\$ 3,478.00
sub-total Tree Top Adv.	886	\$ 43,419.06
Merchandise note 1		\$ 673.20
Totals	886	\$ 44,092.26

	Allocation of Free Charges	Allocation of Discounted Tickets	Full Price Tickets	Total Visitors
# of Gorillas	13	305	361	679
# of Orangutans	-	32	14	46
# of Baboons	2	65	94	161
Total	15	402	469	886

Submitted by: _____ Date: _____
print name signature

Submitted by:

DAN D'AGOSTINO
Name (printed)

2.23.16
Date

Signature Dan D'Agostino

Title MANAGING DIRECTOR

NON-COLLUSION STATEMENT:

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.

NAME

RELATIONSHIPS

In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.



ADDENDUM NO. 1

RFP No. 565-11551

TITLE: Aerial Adventure Course, Snyder Park

ISSUED: February 10, 2016

This addendum is being issued to make the following changes:

1. Section 2.27 Contract Period: OPERATION AND QUALITY SERVICES:

The first two sentences have been changed and shall now read:

The operational phase is to begin upon obtaining certificate of completion for a period of ~~three~~ **five** years. The City reserves the right to extend the revenue contract for two additional ~~two~~ **five**-year terms providing all terms, conditions and specifications remain the same, both parties agree to the extension, and such extension is approved by the City.

2. The end date has been changed to February 24, 2016.

All other terms, conditions, and specifications remain unchanged.

AnnDebra Diaz, CPPB
Senior Procurement Specialist

Company Name: ADVENTURE FOREST LLC (please print) (contract if awarded, to be with Go Ape Snyder Park LLC, a new LLC that will be created if awarded the contract).

Bidder's Signature: [Signature]

Date: 2.23.16

STATEMENT OF AUTHORIZED PERSON

STATEMENT OF ORGANIZATION

OF THE AUTHORIZED PERSON OF

Adventure Forest LLC

I, Richard H. Bell, being the Authorized Person of Harvard Business Services, Inc., the Formation Agent of Adventure Forest LLC -- a Delaware Limited Liability Company -- hereby certify pursuant to Section 18-201 of the Delaware Limited Liability Company Act and to the best of my knowledge:

1. The Certificate of Formation of Adventure Forest LLC was filed with the Secretary of State of Delaware on March 17, 2009.

2. On March 17, 2009 the following person(s) were named as the Managing Member(s) of the Limited Liability Company until their successors are elected and qualify:

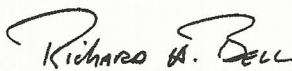
Dan D'Agostino

Jennifer D'Agostino

Adventure Forest Limited UK

3. The undersigned signatory hereby resigns as the organizer of the above named Limited Liability Company.

In witness whereof, I have signed this instrument as of the date when these actions were so taken this 17th day of March, 2009.



HARVARD BUSINESS SERVICES, INC.
By Richard H. Bell, Organizer



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

05/05/2015

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

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

PRODUCER Weaver Bros. Insurance Associates, Inc. 4550 Montgomery Ave. #300N Bethesda, MD 20814 Jeffrey Duce	CONTACT NAME: Jeffrey Duce	
	PHONE (A/C, No, Ext): 301-986-4400	FAX (A/C, No):
E-MAIL ADDRESS:		
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURED Go Ape Jefferson Memorial, LLC 13111 Mitchell Hill Road Fairdale, KY 40118	INSURER A: NAVIGATORS SPECIALTY INSURANCE	
	INSURER B: THE HARTFORD	
	INSURER C: Indian Harbor Insurance Compan	
	INSURER D: Travelers Insurance Company	
	INSURER E:	
INSURER F:		

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			IS15CGL153005IC	04/14/2015	04/14/2016	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 50,000 MED EXP (Any one person) \$ none PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 1,000,000
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			42UE0563JF	04/14/2015	04/14/2016	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Physical Damage \$ 100,000
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB DED <input type="checkbox"/> RETENTION \$			SXS0045680	04/14/2015	04/14/2016	EACH OCCURRENCE \$ 5,000,000 AGGREGATE \$ 5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/>	N/A				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
D	Crime			105600007	04/14/2015	04/14/2016	Emp.Theft 25,000
D	EPLI			105600007	04/14/2015	04/14/2016	Liability 1,000,000

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

The Louisville/Jefferson County Metro Government, its elected and appointed officials, employees, agents and successors are added as an additional insured as respects operations of Go Ape Jefferson Memorial, LLC per the General Liability policy shown above.

CERTIFICATE HOLDER

CANCELLATION

County Metro Government Purchasing Division 611 West Jefferson Street Louisville, KY 40202	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE Jeffrey Duce

NOTEPAD

INSURED'S NAME Go Ape Jefferson Memorial, LLC

GOAPE-1
OP ID: KD

PAGE 2
Date 05/05/2015

Umbrella Policy#:IS15EXC836899IC Carrier:Navigators Policy Term: 4/14/15-
4/14/16 \$5,000,000 Each Occurrence/\$5,000,000 Aggregate Limit



11. APPENDIX B: SELECTED CPR CERTIFICATIONS



Chip Schlegel
has successfully completed the knowledge and skill evaluations for the
Emergency Care & Safety Institute Course
Adult, Child & Infant CPR & AED
Standard First Aid

Completion Date:	3/16/2015	Recommended Renewal Date:	3/16/2017
Educational Center:	SE Emergency	Phone:	8003346656
		Instructor:	Todd Baker



**American
Red Cross**

Michael Ewan

has successfully completed requirements for
Adult and Child First Aid/CPR/AED: valid 2 Years

Date Completed: 02/18/2015
conducted by: American Red Cross
Instructor: Kara Adams



ID: GRB999
Scan code or visit:
redcross.org/confirm



**American
Red Cross**

Sam King

has successfully completed requirements for

Adult First Aid/CPR/AED: valid 2 Years

Date Completed: 03/06/2015

conducted by: American Red Cross

Instructor: Katherine E Method

Lydia M Lambert-Wolfe



ID: 0WIOAO

Scan code or visit:
redcross.org/confirm



12. APPENDIX C: GO APE WAIVER

RULES OF PARTICIPATION

YOU MUST READ THESE RULES OF PARTICIPATION BEFORE YOU START. READING AND COMPLYING WITH THESE RULES MAY REDUCE (BUT NOT ELIMINATE) THE RISK THAT YOU WILL HAVE A SERIOUS ACCIDENT.

Participants must be at least 10 years old.

Participants must be at least 4'7".

Participants may not weigh more than 285 pounds. Please note that due to the restrictions of our harnesses, persons weighing less than this amount may not be able to participate if the harness does not properly fit.

If you do not fit these criteria, you may not participate in this treetop adventure course (the "Activities") organized by Go Ape Swope Park LLC or its parent or subsidiaries (collectively "the Company" or "Go Ape").

BEFORE STARTING

- Tie up long hair, tuck away necklaces and remove hoop/ dangling earrings and all loose jewelry.
- Wear closed toe shoes. Slip off shoes are not permitted.
- Cover your waist as your harness may rub.
- Switch cell phones off and keep them in a secure pocket. They may not be used while on the course as they can distract you and others and are at risk of falling onto park users below the course. It is recommended not to carry them while on the course.
- Securely attach to you any items that may fall, including cameras, at all times when above the ground.
- If you will be supervising persons under 16 years old, ensure that you can see clearly at distances of at least 20 feet.
- If you need glasses or contacts to drive, you should wear them while participating in the Activities.
- Discard chewing gum as it is a choking hazard.
- Do not smoke, eat or drink while on the course. There will be water stations throughout the course should you get thirsty.
- Wash and dry your hands after using sun screen or insect repellent to maintain the integrity of the safety harness and equipment.

The course is made up of a number of sites. Site one is the training site where a Go Ape instructor will fit your harness and safety lines. He or she will explain and demonstrate how your safety equipment works. If you or any member of your group does not understand English, you must make your instructor aware of this. If you decide you do not wish to proceed beyond site one, the Company will refund your money.

You are responsible for your own safety and the safety of your possessions. You will not be supervised by any Go Ape personnel. You must follow these Rules of Participation.

YOU MUST BE ATTACHED TO THE SAFETY SYSTEM AT ALL TIMES WHEN ABOVE THE GROUND. People have fallen from courses because they failed to ensure that they were clipped on correctly.

- No more than 3 people may be on a platform at one time.
- Only 1 person may be on a ladder or crossing at one time.
- Only 1 person can descend a zip line at one time.
- You must check that the landing site is clear before descending a zip line.

- Do not hold onto the zip line cable. Hold onto your short safety line.
- Keep your head away from and to one side of the zip line.
- If you land facing forwards, start running before your feet touch the ground.
- If you land facing backwards or sideways, drag your heels to slow down. Do not try to turn around.

If you agreed to supervise one or more 10-15 year olds, both you and they are responsible for ensuring that they follow these Rules of Participation and are correctly attached to the safety system at all times. Further, they must be under your direct supervision at all times. This means that they cannot be more than one crossing ahead of, or behind, you and you must make sure you can see their attachments at all times. You must stay at the top of the zip line to ensure 10-15 year olds are clipped onto the zip line correctly.

If you are seen not following these Rules of Participation, you will be shown either a yellow or red card. A yellow card is a warning that you immediately must comply with these Rules. A red card means that you immediately must leave Company property in which case you will not receive any refund.

REMEMBER: YOU MUST BE ATTACHED TO THE SAFETY SYSTEM AT ALL TIMES WHEN ABOVE THE GROUND!

I acknowledge that I have received and read these Rules of Participation. I acknowledge that I understand these Rules of Participation and agree to comply with them.

signature

print name

date

Keep up with Go Ape! We'd love to send you the latest news, exclusive discounts and stories to inspire you to live life adventurously. Check the box to sign up.

ASSUMPTION OF RISK & RELEASE OF CLAIMS

THIS IS A VERY IMPORTANT DOCUMENT. YOU MUST READ IT BEFORE SIGNING. THIS DOCUMENT CONTAINS A RELEASE OF CLAIMS. IF YOU SIGN IT, YOU WILL BE RELEASING THE COMPANY FROM ALL CLAIMS YOU AND ANY CHILDREN UNDER YOUR SUPERVISION MAY HAVE.

IF YOU ARE 18 YEARS OF AGE OR OLDER AND ARE NOT SUPERVISING ANY PERSONS UNDER THE AGE OF 16, PLEASE COMPLETE THIS PAGE. IF YOU ARE 18 YEARS OF AGE OR OLDER AND ARE SUPERVISING ONE OR MORE PERSONS UNDER 16 YEARS OF AGE, PLEASE COMPLETE BOTH THIS PAGE AND THE FOLLOWING PAGE.

1. I, (print first and last name) _____ am m/f _____ and wish to participate in the Treetop Adventure Course ("the Activities") organized by Go Ape Swope Park LLC or its parents or subsidiaries (collectively "the Company" or "Go Ape") on the date of completion of this form.

2. I am at least 18 years old (print date of birth) _____.

3. I UNDERSTAND THAT THE ACTIVITIES CONSIST OF A SUBSTANTIAL AND PHYSICALLY TESTING AERIAL OBSTACLE COURSE. I UNDERSTAND THAT THIS IS A HIGH RISK ACTIVITY AND THAT I MAY SUFFER PERSONAL INJURY INCLUDING DEATH. I VOLUNTARILY AGREE AND CONSENT TO PARTICIPATE IN THE ACTIVITIES AND ACCEPT AND ASSUME ALL RISKS ASSOCIATED WITH THE ACTIVITIES.

4. I agree to participate in the Activities only to the extent of my skill level and physical and medical condition. I understand that I am solely responsible for determining which Activities, if any, I can participate in based on my skill level and physical and medical condition. I do not have a physical or medical condition which might have the effect of making it more likely that I be involved in an accident resulting in injury to myself or others.

5. I agree to undertake the Activities in accordance with the written Rules of Participation that I have received with this document and the oral instructions given to me before undertaking the Activities. I agree to wear my harness with safety lines, carabiners and pulley ("the Safety Harness") as instructed and agree to ensure that I am attached to the Safety System at all times when above the ground.

6. I acknowledge and agree that I am responsible for my own safety and the safety of my possessions while undertaking the Activities and acknowledge that I will not be supervised by any Company personnel. If I participate in the Activities I represent that I am doing so of my own free will and only after I have received and understood instruction on the Rules of Participation, the Safety System, and my obligations in undertaking the Activities.

7. I HEREBY RELEASE, INDEMNIFY AND HOLD HARMLESS THE COMPANY, ITS OWNERS, OFFICERS, DIRECTORS, EMPLOYEES, AGENTS, AFFILIATES, SUBSIDIARIES, PARENT COMPANIES, SUCCESSORS, LANDOWNERS, PARK ENTITIES, AND ASSIGNS FROM ANY AND ALL CLAIMS, DEMANDS, AND EXPENSES, INCLUDING ATTORNEY'S FEES AND COSTS, ARISING FROM THE COMPANY'S NEGLIGENCE AND/OR MY PARTICIPATION IN THE ACTIVITIES AND/OR PRESENCE ON COMPANY PROPERTY INCLUDING ANY PHYSICAL OR EMOTIONAL INJURY, INCLUDING DEATH, OR DAMAGE TO MY PROPERTY.

8. This Assumption of Risk and Release of Claims Agreement shall be governed under the laws of the State of Maryland. Any legal action arising hereunder shall be brought and decided exclusively by the Courts situated in Montgomery County, Maryland. The substantially prevailing party shall be entitled to an award of its fees and costs (including attorneys' fees) to be paid by the non-prevailing party. If the Court finds any provision of this Agreement, or portion thereof, to be unenforceable, that provision of the Agreement will be enforced to the maximum extent permissible so as to effectuate the intent of the parties, and the remainder of this Agreement will continue in full force and effect.

I HAVE READ THIS RELEASE OF CLAIMS AND ASSUMPTION OF RISK AGREEMENT, FULLY UNDERSTANDING ITS TERMS, UNDERSTANDING THAT I HAVE GIVEN UP SUBSTANTIAL RIGHTS BY SIGNING IT, AND SIGN FREELY AND VOLUNTARILY WITHOUT ANY INDUCEMENT.

signature

print name

date

address

email

phone

EMERGENCY CONTACT

name
phone

IF YOU ARE SUPERVISING ONE OR MORE PERSONS UNDER 16 YEARS OF AGE, PLEASE ALSO READ AND COMPLETE:

1. I, (print first and last name) _____ am the parent, legal custodian and/or legal guardian of the child(ren) listed below who is/are under 16 years old and at least 10 years old or, if I am not the parent, legal custodian and/or legal guardian of such child(ren), I am authorized by such child(ren)'s parent(s), legal custodian and/or legal guardian(s) to act on behalf of such child(ren) including signing this Assumption of Risk and Release of Claims on behalf of such child(ren). I wish that such child(ren) participate in the Activities organized by the Company on the date of completion of this form.

first and last name	m/f	date of birth	age
first and last name	m/f	date of birth	age

One adult may supervise up to 2 children where such children are between 10 and 15 years old. Persons who are 16 and 17 years old are not required to be supervised.

2. I UNDERSTAND THAT THE ACTIVITIES CONSIST OF A SUBSTANTIAL AND PHYSICALLY TESTING AERIAL OBSTACLE COURSE. I UNDERSTAND THAT THIS IS A HIGH RISK ACTIVITY AND THAT THE ABOVE CHILD(REN) MAY SUFFER PERSONAL INJURY INCLUDING DEATH. I VOLUNTARILY AGREE AND CONSENT TO THE CHILD(REN)'S PARTICIPATION IN THE ACTIVITIES AND ACCEPT AND ASSUME ALL RISKS ASSOCIATED WITH THE ACTIVITIES.

3. I agree to allow the child(ren) to participate in the Activities only to the extent of their respective skill level(s) and physical and medical condition(s). I understand that I am solely responsible for determining which Activities, if any, such child(ren) can participate in based on their respective skill level(s) and physical and medical condition(s). Such child(ren) does/do not have a physical or medical condition which might have the effect of making it more likely that he/she be involved in an accident resulting in injury to himself/herself or others.

4. I agree to ensure that the child(ren) undertake the Activities in accordance with the written Rules of Participation that we have received with this document and the oral instructions given to us before undertaking the Activities. I agree to ensure the child(ren) wear(s) the Safety Harness as instructed and agree to ensure that he/she is attached to the Safety System at all times when above the ground.

5. I acknowledge and agree that I am responsible for the safety of the above listed child(ren) and the safety of his/her possessions while undertaking the Activities and acknowledge that they will not be supervised by any Company personnel. If child(ren) under my supervision participate in the Activities, I represent that they are doing so of their own free will and only after I have satisfied myself that each child has received and understood instruction on the Rules of Participation, the Safety System, and their obligations in undertaking the Activities.

6. I agree that the above listed child(ren) will be under my direct supervision at all times. This means that I will not allow them to be more than one crossing ahead of, or behind, me and I will make sure I can see their attachments at all times. I agree to stay at the top of the zip line to ensure 10-15 year olds are clipped onto the zip line correctly.

7. ON BEHALF OF THE ABOVE LISTED CHILD(REN), I HEREBY RELEASE, INDEMNIFY AND HOLD HARMLESS THE COMPANY, ITS OWNERS, OFFICERS, DIRECTORS, EMPLOYEES, AGENTS, AFFILIATES, SUBSIDIARIES, PARENT COMPANIES, SUCCESSORS, LANDOWNERS, PARK ENTITIES, AND ASSIGNS FROM ANY AND ALL CLAIMS, DEMANDS, AND EXPENSES, INCLUDING ATTORNEY'S FEES AND COSTS, ARISING FROM THE COMPANY'S NEGLIGENCE AND/OR SUCH CHILD(REN)'S PARTICIPATION IN THE ACTIVITIES AND/OR PRESENCE ON COMPANY PROPERTY INCLUDING ANY PHYSICAL OR EMOTIONAL INJURY, INCLUDING DEATH, OR DAMAGE TO HIS/HER PROPERTY.

8. This Assumption of Risk and Release of Claims Agreement shall be governed under the laws of the State of Maryland. Any legal action arising hereunder shall be brought and decided exclusively by the Courts situated in Montgomery County, Maryland. The substantially prevailing party shall be entitled to an award of its fees and costs (including attorneys' fees) to be paid by the non-prevailing party. If the Court finds any provision of this Agreement, or portion thereof, to be unenforceable, that provision of the Agreement will be enforced to the maximum extent permissible so as to effectuate the intent of the parties, and the remainder of this Agreement will continue in full force and effect.

I HAVE READ THIS RELEASE OF CLAIMS AND ASSUMPTION OF RISK AGREEMENT, FULLY UNDERSTANDING ITS TERMS, UNDERSTANDING THAT I HAVE GIVEN UP SUBSTANTIAL RIGHTS BY SIGNING IT, AND SIGN FREELY AND VOLUNTARILY WITHOUT ANY INDUCEMENT.

signature

print name

date



13. APPENDIX D: EXAMPLE SAFETY BRIEF

Treetop Adventure Safety Brief

Pre – Brief

The pre brief stage can differ depending on brief size, group make up and arrival times. The following 3 para's in black are a script of all the information that must be included and the format it would probably take if you just had one family group to brief. For bigger groups the wording and order may vary. The important things are that all points are covered; guests are made to feel welcome, comfortable and understand the pre brief discovery process.

Pre Harnessing

Hi welcome to Go Ape. I'm XX and I am your instructor today. Have you completed a waiver? Are you ready to go?

Post harnessing (or once one harness is fitted and shown to everyone)

There are two safety lines on your harness and at the end of these are carabiners. To open these pull the barrel down and open the gate. The different colors are important, which you'll find out when you practice. This is your pulley you use it with the blue safety line when not using it it goes here, you also have what we refer to as a green attachment point.

Once I have fitted your harness, you have the chance to familiarize yourself with the equipment over there/here. The signs will lead you through the process of attaching to the safety system, see if you can work it out for yourself. You have xx minutes before the safety brief will begin when I will take you through everything you need to know. I will be here if you have any questions.

Once everyone is harnessed radio to base to confirm numbers and start of brief can be recorded. Instructors should ensure guests are comfortable and understand why they are self learning. While harnessing other guests, the instructor should monitor everyone while they are familiarizing themselves.

Where appropriate the instructor should correct mistakes, however guests should be encouraged to learn and discover for themselves, referring them back to the signs or looking at others may be more appropriate than just telling them how they should attach.

Guests can also be asked to have another run through if the instructor feels that they made mistakes or missed seeing them go through the process.

The Brief – this should be delivered in the order below with no additions

Is everyone ready?

Spoken Legal Disclaimer (word for word)

Just to remind you my name is xxxxxxx. ***Before we go any further I must remind you all that you are about to take part in a high risk activity. By following the safety rules and advice you greatly reduce that risk. Failure to follow the rules and advice could result in serious or fatal injury. Once you leave the training site you will no longer be supervised by an instructor. You will be responsible for supervising your own safety and the safety of anyone you have signed for. They must be directly supervised; this means they must never be more than 1 crossing away from you. If you are not comfortable accepting this responsibility do not proceed beyond the training site and we will be happy to give you a full refund.*** (Supervision of 10-15 need only be included if 10-15 year olds are present)

Your harness has been fitted by an instructor; ***please don't adjust it, if you have a problem, such as the harness slipping, please stop and alert an instructor.***

You have had a chance to experience the equipment and you now know how it all works. I'm now going to run through the safety system to ensure you are all clear on how to stay safe.

The most important rule today is Always Stay Attached to the safety system – the safety system is the red cables around the trees and the steel cables marked with red buffers. You can Always Stay Attached by moving one carabiner at a time (it doesn't matter which) you may find they don't always close so double check by giving them a push. (attach to cable by sign 1)

Take your pulley from the pulley park and place it on the cable with the stop running freely. Keep hold of the pulley.

Take the carabiner on your blue safety line and attach it through the holes at the bottom of the pulley. Check it's shut. Then take the carabiner at the end of the red safety line and place it over the cable between the pulley and the red buffer and check it's shut. (Cross to Next Point)

Once you are on the platform take one carabiner and attach it to the red loop of cable around the tree. Then take the other carabiner and attach it to the red loop of cable. Remember to keep hold of your pulley.

The most important thing to remember is that you are always attached to the safety system! Only ever move one of your carabiners at a time!

Tarzan Summary/brief

To ensure all guests know what a Tarzan Swing is, instructors must introduce the Tarzan Sign, or if it can be seen, the Site 2 Tarzan Swing. This part will differ depending on your site infrastructure, so for example, say, "The Tarzan Swing involves swinging on a rope into a big cargo net (point at it) like that one over there", OR point at the Tarzan sign and say, "and it looks like this". (this wording is shown as ++)

The Tarzan Swing involves swinging on a rope into a big cargo net (++) the pulley should go on the pulley park when not using it. Clip the green hook to the green attachment point. Move one safety line at a time to the red attachment point. **Hold onto the 3 safety lines – do not hold onto any metal. If you hold on to the metal or any other point you increase your risk of injury.** Step off the platform and swing into the net, keep hold of your lines and relax as you hit the net, let yourself bounce out and then slide back. Climb the net onto the platform and reattach to the safety system removing the hook last. **Remember - Always Stay Attached.**

In an emergency/first aid

If there is an emergency or you need first aid look for an instructor, there is always one on patrol, shout loudly to get their attention if there is someone on the ground send them back to the cabin. You also have a whistle on your harness to get our attention **in an emergency make 5 short blasts and repeat if necessary.**

Gate codes and operation

There are gates at the start of each section to get in you need the code, press x/turn to clear it, enter the code and turn xxxxx to open. **Please make sure the gate closes behind you.**

At this point the cabin should be informed that you are heading to site 1.

Briefing on Site 1

To attach for the ladders pull down on the rope and connect the green hook to your green attachment point as you did for the Tarzan Swings. Now connect both carabiners in to the loop and climb up. Once on the platform you'll notice a yellow sign reminding you to Always Stay Attached. You need to take one carabiner and attach it to the red loop of cable around the tree and then attach the other carabiner. Disconnect the hook last of all. Make your way around the tree to the first crossing.

Attaching safely to the Crossing

Take your pulley from the pulley park and place it on the cable with the stop running freely. Keep hold of the pulley.

Take the carabiner on your blue safety line and attach it through the holes at the bottom of the pulley. Check it's shut. Then take the carabiner at the end of the red safety line and place it over the cable between the pulley and the red buffer and check it's shut. One extra thing is to place the trailing carabiner on top of the pulley. You are now ready to cross. Remember the signs are there to show

you how to attach and the best way to cross. The cable you need to attach to on crossings is marked with a red buffer at each end.

Nervous of Heights and Resting in a Harness.

If you feel uncomfortable about being at height focus on the tree you are heading for. If for any reason you lose your footing or need a rest, you can sit in your harness. You can then pull yourself to the platform or regain your footing and carry on.

Back on platform

Once you are on the platform take one carabiner and attach it to the red loop of cable around the tree. Then take the other carabiner and attach it to the red loop of cable. Remember to keep hold of your pulley.

The most important thing to remember is that you are always attached to the safety system! Only ever move one of your carabiners at a time!

Does anyone have any questions?

Select an appropriate demonstrating Guest, the following should be delivered while they are making their way to the Zip Line.

The ladder safety is called a Stopfall and it works like a seatbelt so will lock if you fall onto it, they can also lock if you pull the rope down too quickly or climb the ladder too fast, if this happens move the rope in the opposite direction or climb down several rungs to release it.

Remember it is only one at a time on crossings and a maximum of three on a platform, you can however start attaching yourself while someone is on the crossing. If you are supervising under 16s they can only be one crossing away from you.

Zip Line Brief

Zip Lines take you back to the forest floor at the end of each site. You will land at running speed either facing forwards, backwards or sideways. ***In each case relax and do not try to turn around.***

Before you attach to a Zip Line ensure the cable and landing is clear. ***If you can't see that the Zip Line is clear, don't go.*** Attach as you would any other crossing. As you go down hold the blue safety line only, keeping your hands away from the cable. Keep your feet pointing down while descending.

As I said you will land at running speed either facing forwards, backwards or sideways. ***In each case relax and do not try to turn around.*** If facing forwards start running before you land and if backwards or sideways drag your heels. When landing keep your head to one side of the cable. Disconnect from the cable and leave the landing area. (To guest) Check the landing area is clear and off you go! *Sum up landing appropriately.* Supervising adults should go down last. ***Remember, if you cant see that the Zip Line is clear, don't go.***

Conclusion

Is everyone happy with the instruction they have been given?

Does anyone have any Questions?

What is the most important safety rule? How many on a crossing or platform? ***Which point of the Tarzan Swing should you hold onto? What do you do if you land sideways?***

I now need everyone to complete Site 1, then you can begin your Forest Adventure.



14. APPENDIX E: EMERGENCY PLAN

Emergency Evacuation Procedure

Site: **Rock Creek**

Review the highlighted and entire document and edit to the specific site.

1. The aim of this document is to ensure that all staff is aware of the emergency evacuation procedure for staff and clients in the event of fire or adverse weather conditions, ensuring that all course users are removed from immediate dangers swiftly and safely.
2. The decision to evacuate the course can only be made by the Duty Manager. It is the responsibility of all staff to feedback any information which they believe might contribute to making this decision. In the event of fire in another area of the forest this information will be relayed via the Park Staff. The duration of the course closure will be determined by the incident.
3. The course will be evacuated if any of the following is observed:
 - a. Thunder storm or lightening
 - b. Tornado
 - c. Wind speed over 28mph/Beaufort force 6
 - d. Excessive falling of deadwood likely to cause injury
 - e. Ground disturbance around base of trees/roots in strong winds
 - f. Fire in immediate area or neighboring woodland
4. Responsibilities and action to be taken:
 - a. The Duty Manager must inform all staff to evacuate the course
 - b. The Duty Manager to inform Call Centre and request them to call all affected guests and advise of the situation
 - c. Duty Manager to remain at the cabin to deal with guests and coordinate the evacuation
 - d. If a group is in the pre-brief area or Site 1, the instructor responsible must send the guests back to the cabin (the same way they accessed the site).
 - e. The instructor monitoring site 2 should evacuate site 2. Anyone past the Tarzan swing will proceed down the zip line. Everyone else shall descend using the stockade ladder. Once Sites 1 and 2 are clear, the instructor should then continue to close the sites in sequence.
 - f. The priority for other instructors is to evacuate **Sites 3, 4, 5 and 6. The patrolling instructor must go immediately to Site 5, informing guests of the situation. Guests past the decision point obstacles are to continue down the zip line, while anyone else before the decision point obstacles will return back** down the stockade ladder. The instructor must stay at **Site 5** until clear. When **Site 5** is clear and the ladder is clipped up, **the instructor is to move to Site 4** and continue the close down procedure.
 - g. **An available instructor should go to Site 4 where any clients past the Tree Trunk Ladder are to descend via the zip line and all others via the stockade ladder.**
 - h. **The next available instructor should go to Site 6. Anyone past the Tarzan Swing will proceed down the zip line. Everyone else shall descend using the stockade ladder.**
 - i. **The instructor on pre-brief or as designated by Duty Manager should go to Site 3. Any clients past the upclimb (Compte's ladder) are to descend via the zip line and all others via the stockade ladder.**
 - j. Any remaining instructors are to go to any site still requiring assistance in clearing clients and continue the close down procedure.
 - k. *All radio traffic is to be kept to a minimum during the evacuation.* All instructors should remain at sites until clear and then should inform base as each site is declared closed. Once each site is

Emergency Evacuation Procedure

Site: Rock Creek

evacuated the instructors should unclip the bottom of ladders and clip them onto a rung 1 meter clear of the ground (so that sites are visibly closed).

- l. When all sites are closed, two instructors (as directed by Duty Manager) should go straight to Site 6 stockade. From there one should start a forward patrol, and the other a reverse patrol. Instructors should check that all sites are clear, ladders are unclipped and raised 1 meter, and stockade gates are closed. Other instructors to escort clients back to the cabin. After completion all instructors are to report back to the cabin.
 - m. Guests will be brought into the cabin.
 - n. In the event of fire, the cabin is to be made secure, and all staff and guests evacuated to a safe assembly area - parking lot, picnic shelters, boat house
 - o. All guests are to be given a full brief on the situation as advised by Duty manager. All requests for refunds or discounts are to be directed to the Duty Manager.
 - p. When all guests have been dealt with, the Duty Manager will inform Duty Ops of the situation.
 - q. When the course is reopened, Duty Ops and Call Centre are to be informed.
 - r. A complete safety check of the course is to be carried out before reopening, and each site declared open to the cabin before clients are allowed back on the course.
5. When dealing with members of the public, spectators and participants, all staff must be diplomatic but firm. Instructors are to inform people that due to (any statement from section 3 a-e) the course has to be closed for safety reasons, and that the Duty Manager is at the cabin to deal with all inquiries. All course users must be asked to leave the course in a quick but safe manner. No-one should be allowed to remain at the base of the trees.
6. Course evacuation is a very dynamic situation, and the exact procedure will depend on the conditions of the day (reason for evacuating, numbers and location of instructors). The Duty Manager may change the above evacuation sequence depending on instructor numbers on the day and their dynamic risk assessment at the time. All instructors are to act on these written procedures initially, and listen out for any changes as directed by the Duty Manager. The most important point of an efficient evacuation is that one person (the Duty Manager) co-ordinates events.
7. All staff is to act and carry out the evacuation in a professional and controlled manner, ensuring that all users are evacuated confidently and calmly. The instructors' words or actions should at no point cause panic.
8. Metal ladders should not be used in evacuating any sites.
9. In the event of a tornado:
 - a. Seek Shelter in a sturdy building, if not, lie flat and face-down on low ground, preferably in a ditch, creek or depression, protecting the back of your head with your arms
 - b. With a fast approaching tornado all staff and guests will seek refuge in the cabin or the utility closet between the Men's and Women's Bathroom at Picnic Area 2.
10. Signs to look and listen for in the event of a tornado:
 - a. Strong, persistent rotation in the cloud base (clouds moving in different directions) and a greenish-gray color in the sky
 - b. Whirling dust or debris on the ground under a cloud base -- tornadoes sometimes have no funnel

Emergency Evacuation Procedure

Site: **Rock Creek**

- c. Hail or heavy rain followed by either dead calm or a fast, intense wind shift. Many tornadoes are wrapped in heavy precipitation and cannot be seen
- d. Day or night - Loud, continuous roar or rumble, which doesn't fade in a few seconds like thunder
- e. Evening - Small, bright, blue-green to white flashes at ground level near a thunderstorm (as opposed to silvery lightning up in the clouds). These mean power lines are being snapped by very strong wind, maybe a tornado



15. APPENDIX F: EXAMPLE INSURANCE CERTIFICATE



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

05/05/2015

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

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

PRODUCER Weaver Bros. Insurance Associates, Inc. 4550 Montgomery Ave. #300N Bethesda, MD 20814 Jeffrey Duce	CONTACT NAME: Jeffrey Duce	
	PHONE (A/C, No, Ext): 301-986-4400	FAX (A/C, No):
E-MAIL ADDRESS:		
INSURER(S) AFFORDING COVERAGE		NAIC #
INSURED Go Ape Jefferson Memorial, LLC 13111 Mitchell Hill Road Fairdale, KY 40118	INSURER A: NAVIGATORS SPECIALTY INSURANCE	
	INSURER B: THE HARTFORD	
	INSURER C: Indian Harbor Insurance Compan	
	INSURER D: Travelers Insurance Company	
	INSURER E:	
INSURER F:		

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

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

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			IS15CGL153005IC	04/14/2015	04/14/2016	EACH OCCURRENCE \$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 50,000
							MED EXP (Any one person) \$ none
							PERSONAL & ADV INJURY \$ 1,000,000
							GENERAL AGGREGATE \$ 2,000,000
							PRODUCTS - COMP/OP AGG \$ 1,000,000
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			42UE0563JF	04/14/2015	04/14/2016	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000
							BODILY INJURY (Per person) \$
							BODILY INJURY (Per accident) \$
							PROPERTY DAMAGE (Per accident) \$
							Physical Damage \$ 100,000
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input type="checkbox"/> EXCESS LIAB DED <input type="checkbox"/> RETENTION \$			SXS0045680	04/14/2015	04/14/2016	EACH OCCURRENCE \$ 5,000,000
							AGGREGATE \$ 5,000,000
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/>
							E.L. EACH ACCIDENT \$
							E.L. DISEASE - EA EMPLOYEE \$
							E.L. DISEASE - POLICY LIMIT \$
D	Crime			105600007	04/14/2015	04/14/2016	Emp.Theft 25,000
D	EPLI			105600007	04/14/2015	04/14/2016	Liability 1,000,000

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

The Louisville/Jefferson County Metro Government, its elected and appointed officials, employees, agents and successors are added as an additional insured as respects operations of Go Ape Jefferson Memorial, LLC per the General Liability policy shown above.

CERTIFICATE HOLDER

CANCELLATION

County Metro Government Purchasing Division 611 West Jefferson Street Louisville, KY 40202	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE Jeffrey Duce

NOTEPAD

INSURED'S NAME **Go Ape Jefferson Memorial, LLC**

GOAPE-1
OP ID: KD

PAGE 2
Date **05/05/2015**

Umbrella Policy#:IS15EXC836899IC Carrier:Navigators Policy Term: 4/14/15-
4/14/16 \$5,000,000 Each Occurrence/\$5,000,000 Aggregate Limit