



Explore Park Business Plan

June 2016



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CHAPTER ONE - EXECUTIVE SUMMARY

Explore Park is operated by Roanoke County Parks, Recreation and Tourism, in Roanoke, Virginia. The park is located off the Blue Ridge Parkway at Milepost 115. Explore Park features hundreds of acres of rolling hills, pristine woodlands, hiking trails, river frontage, historic buildings and a visitor information center. Many recreation pursuits are available to the outdoor enthusiast such as biking, hiking, canoeing, enjoying a picnic, or many recreation programs designed to improve personal skills. Explore Park is a great destination for exploration activities!

PROS Consulting was hired to develop a Business Plan for Explore Park in conjunction with a Master Plan being developed by WRT. Essentially, a business plan is a Feasibility Study that provides a comprehensive analysis to determine if a specific project has potential for reaching desired financial goals.

The process was initiated through the collection and resulting assessment of regional demographics to aid the research team in understanding the age, ethnicity, race and economic characteristics of the residents of the region. From that study, it was determined that the area's population has experienced moderate growth in recent years. This trend will continue over the next fifteen years as the population is expected to grow at the annual rate of 0.4% to just over 430,000 residents within 15 years. Over 82% of the population is White Alone, while the Black Alone category (11.43%) represents the largest minority. Household income (\$44,849) and per capita income (\$26,490) are below the County, state and national averages which limits the potential for disposable income spending on leisure pursuits.

Following the assessment of the population, it was necessary to analyze national and regional participation in outdoor recreation pursuits such as camping, fishing, boating, hunting, and hiking. Adventure sports that have emerged in recent years such as mountain biking, kayaking, triathlon, Alpine slide and zip line activities were also explored. National trends were analyzed to support the continuous movement toward active and passive recreation activities that might be offered successfully at Explore Park. Comparative studies were completed of campgrounds and associated amenities, adventure sport facilities and outdoor activities similar to the Explore Park operations in Virginia and throughout the country. These studies were necessary to aid in the development of logical programs to fit into the portfolio of existing and future program recommendations in the business plan.

A business plan cannot determine the final outcome with total certainty as there are too many variables, assumptions, and unknowns for that to occur. It can, however, help to envision potential operations in a more objective light. From the results of the aforementioned studies, it has been determined that revenue engines would be generated in six phases. Each phase reflects the best options to be offered at Explore Park. New amenities and programs would be built around a mix of facility assets such as campgrounds, waterways, trails and support facilities and the addition of adventure sport features such as zip lines, aerial park amenities and Alpine slides, special event challenge sports and concession operations.

Given the uncertainty around the implementation of the capital improvements for each phase, financial models have been created for the park as a whole for the first three years of operation (FY 2016-2019) and for each individual capital improvement to be developed in phases two and three. Financial models have not been created for phases four through six as it is anticipated that these phases will not be implemented until FY 2026, at the earliest.

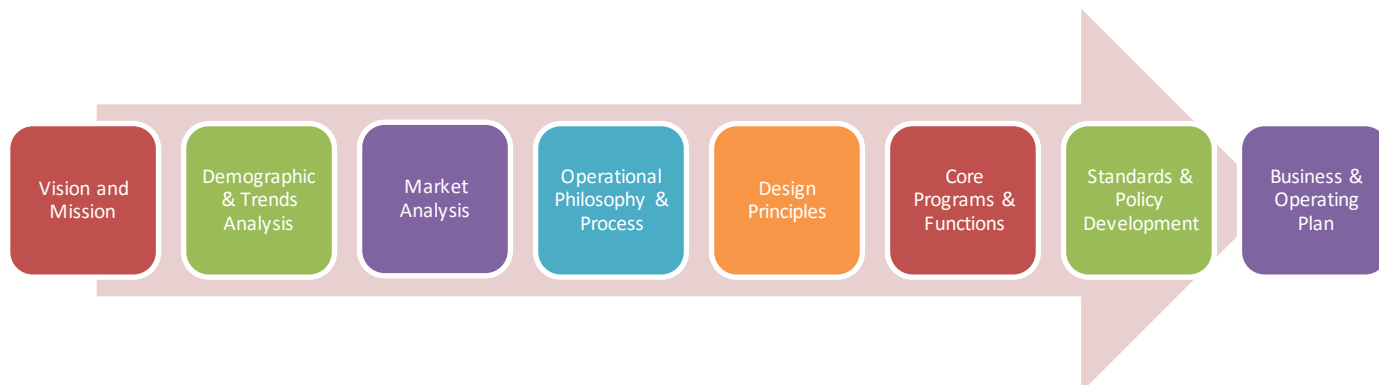
If fully implemented, this Business Plan will be a great tool for Roanoke County Parks, Recreation and Tourism Department.



CHAPTER TWO - INTRODUCTION

2.1 PROJECT PROCESS

The process used for developing this Business Plan followed a logical planning path, as described below:



Vision and Mission - Once created, these elements provide a big picture view of the reason and purpose the organization exists.

Demographic and Trend Analysis - The process was initiated through the collection and resulting assessment of regional demographics to aid the research team in understanding the age, ethnicity, race and economic characteristics of the residents in the region.

Market Analysis - Following the assessment of the population, it was necessary to analyze national and regional participation of outdoor recreation pursuits such as camping, fishing, boating, hunting, and hiking. Adventure sports that have emerged in recent years such as mountain biking and triathlon, alpine slide and zip line activities were also explored. National trends were analyzed to support the continuous movement toward active and passive recreation activity that might be offered at Explore Park.

Operational Philosophy and Process - Current organization practices were communicated to the consulting team through discussions with staff and an analysis of existing operational conditions. These findings were then melded with the adjustments to the current operational philosophy and new philosophical approaches required from the plan recommendations.

Design Principles - Comparative studies of parks similar to Explore Park were completed. These studies aided in the determination of recommended strategies that will help Explore Park compete favorably with parks studied.

Core Programs and Functions - These studies were necessary to aid in the development of logical facilities and programs that fit into the portfolio of existing and future program recommendations of the business plan.

Standards and Policy Development - A necessary element used to guide the board and staff through the successful modification of operational practices. These standards are modified to fit the organizational structure and are drawn from best practices of high performing organizations across the country.

Business and Operating Plan - A document that reflects the operational model and financial performance of the park based on the improvements reflected in the master plan.

2.2 CORE VALUES OF EXPLORE PARK

To give guidance to the business plan, a workshop was conducted with the staff to help the consultant define and memorialize the core values of Explore Park. These values were developed in a workshop with staff and 21st Century Parks in August 2015 and were used throughout the process and represent the foundation on which decisions will be made and actions will be taken. Roanoke County staff and key leaders visited their parks as part of this process and hired the operators of their parks to provide input into Explore Park from their successes as part of developing a strategic plan for Explore Park. The benefits of creating these core values are to remind staff of the importance of the decision making principles that need to be utilized. The values that were created by the staff include:

A passion:

- For Roanoke, its future, and the quality of life of its citizen's.
- For developing environmental stewardship.
- For creating an inspiring, accessible public park with outdoor recreation and nature exploration as core park attributes.
- For fostering economic development and community-wide connections.

A belief in:

- Preserving and presenting the unique heritage of the region and natural assets of Explore Park.
- Establishing reliable and sustainable funding.
- The permanent protection and stewardship of the land as a public asset.
- Programs that feature scholastic excellence.





CHAPTER THREE - MARKET ANALYSIS

3.1 DEMOGRAPHIC ANALYSIS

The Demographic Analysis provides an understanding of the population within a 60 minute drive time from Explore Park. This analysis reflects the total population of the planning area, and its key characteristics such as age segments, income levels, race, and ethnicity.

It is important to note that future projections are all based on historical patterns. Unforeseen circumstances during or after the time this report is presented could have a significant bearing on the validity of the stated projections.

3.1.1 METHODOLOGY

Demographic data used for the analysis was obtained from U.S. Census Bureau and from Environmental Systems Research Institute, Inc. (ESRI), the largest research and development organization dedicated to Geographical Information Systems (GIS) and specializing in population projections and market trends. All data was acquired in November 2015 and reflects actual numbers as reported in the 2010 Census, and estimates for 2015 and 2020 as obtained by ESRI. Straight line linear regression was utilized for projected 2025 and 2030 demographics. The target area boundaries were utilized as the demographic analysis boundary shown below in **Figure 1**. The area in red is the 60 minute drive time from Explore Park.

While this study assesses the resident demographic, the necessity of understanding the non-resident population is critical as Explore Park depends on the non-resident user to be economically successful. This area does not reflect the 14 million visitors a year that travel up and down the Blue Ridge Parkway which can provide regional tourism opportunities beyond the 60 minute resident map below.

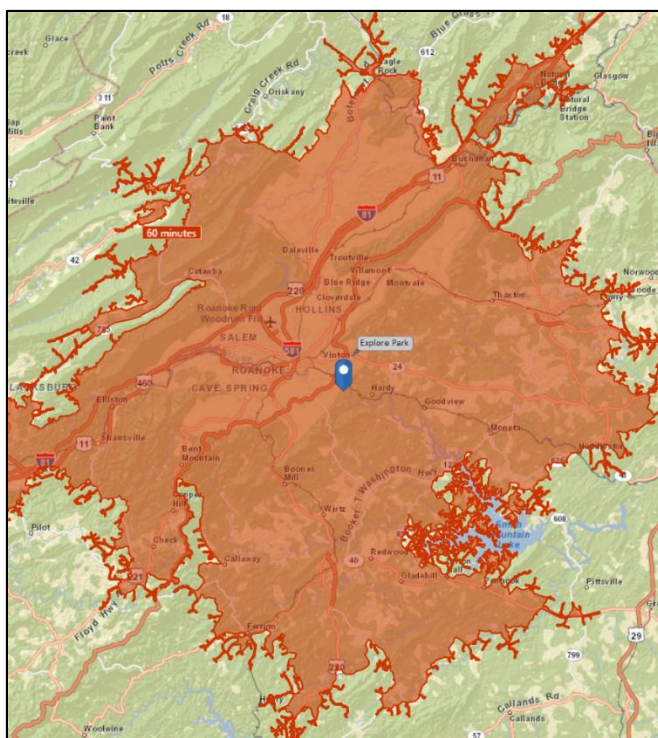


Figure 1- 60 Minute Drive Time from Explore Park: Target Area Limits

3.1.2 RACE AND ETHNICITY DEFINITIONS

Federal statistics offer minimum categories for data on race and ethnicity. The 2010 Census data on race are not directly comparable with data from the 2000 Census and earlier census compilations; caution must be used when interpreting changes in the racial composition of the US population over time. The latest (Census 2010) definitions and nomenclature used within this analysis are as follows:

- American Indian - This includes a person having origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.
- Asian - This includes a person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- Black - This includes a person having origins in any of the black racial groups of Africa.
- Native Hawaiian or Other Pacific Islander - This includes a person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- White - This includes a person having origins in any of the original peoples of Europe, the Middle East, or North Africa.
- Hispanic or Latino - This is an ethnic distinction, a subset of a race as defined by the Federal Government; this includes a person of Mexican, Puerto Rican, Cuban, South or Central American, or other Spanish culture or origin, regardless of race.



3.1.3 TARGET AREA POPULACE

POPULATION

The target area's population has experienced a growth in recent years and is currently estimated to be 404,376 individuals. Projecting ahead, the total population is expected to continue to grow over the next 15 years by 6%. Based on projections through 2030, the service area is expected to have just over 430,000 residents living within 180,074 households (Figure 2).

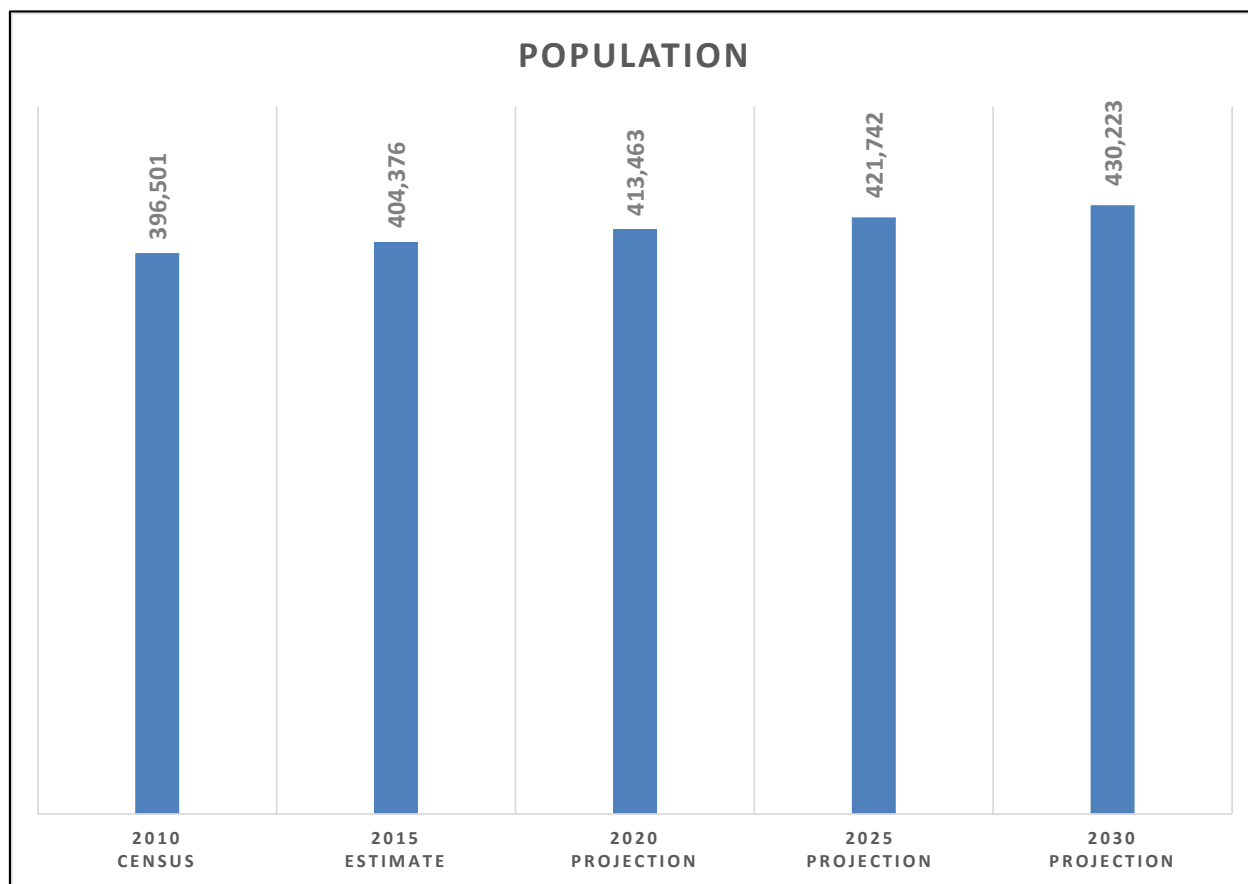


Figure 2-Total Population

AGE SEGMENT

The service area exhibits a distribution that is weighted with older adults who are in the 55+ age segment representing 32.3% of the service area's total population. A decline in population is projected in the following three age segments with 25.5% in the 35-54 age category, 22.5% are 18-34 and under 18 population is 19.7%. The average age of residents in the study area is 41.8 years old.

The overall composition of the target area's populace is projected to continue to age. As such, the younger age segments are expected to decrease over the next 15 years. This is assumed to be a consequence of a vast amount of the Baby Boomer generation shifting into the senior age segment (Figure 3).

The large aging population suggests that Roanoke County Parks, Recreation, and Tourism Department might consider offering programs and amenities that cater to this population. Also, given the differences in how the active adults (55+) participate in recreation programs, the trend is to segment this age group into 10 year increments (55-64, 65-74 and 75 and older) thus offering programs that represent the interest levels of those age groups. Participants in these age groups will migrate to the programming that will suit their interests and physical capabilities.

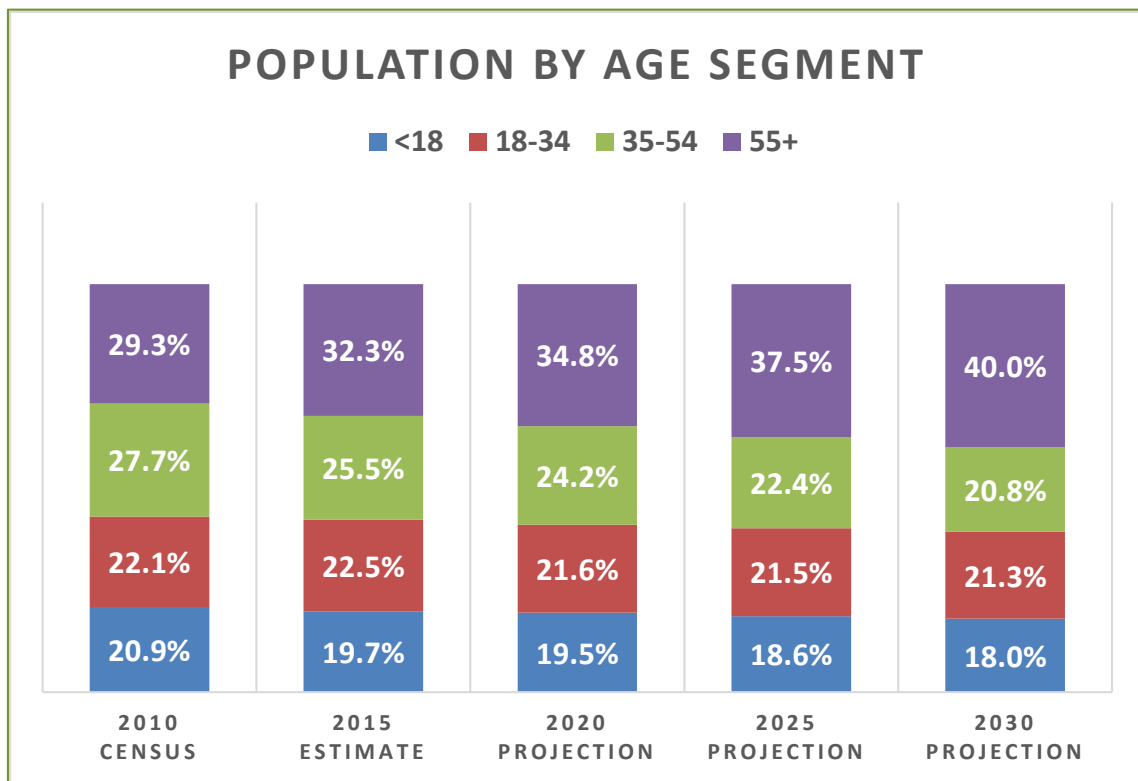


Figure 3-Population Age by Segments



RACE AND ETHNICITY

When analyzing race, the service area's current population is predominately White Alone. The 2015 estimate shows that 82.37% of the population falls into the White Alone category, while the Black Alone category (11.43%) represents the largest minority. The projections for 2030 expect the population by race to remain relatively unchanged. **(Figure 4)** Different races and ethnicities recreate differently from one another. Understanding the racial make-up of the target area can help staff customize programs offered by Explore Park to the different interests various races and ethnicities have within the area.

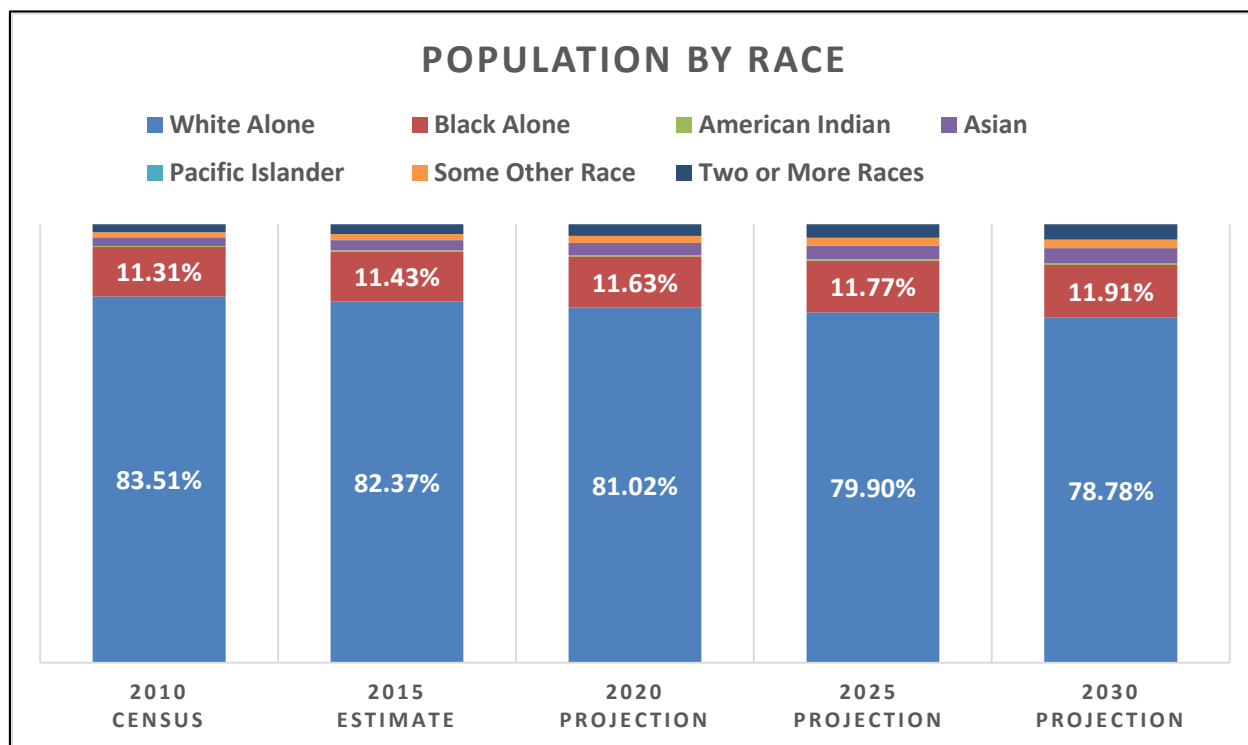


Figure 4- Population by Race

HOUSEHOLDS AND INCOME

As observed in **Figure 5**, the target area's median household income (\$44,849) and per capita income (\$26,490) are both below the county, state and national averages. Household income is a strong indicator that disposable income is limited. It is important to consider this factor when pricing programs and services. Program quality will be a critical factor to incorporate into future programs to ensure users gain a positive experience from their participation and be encouraged to repeat the use of facilities and programs.

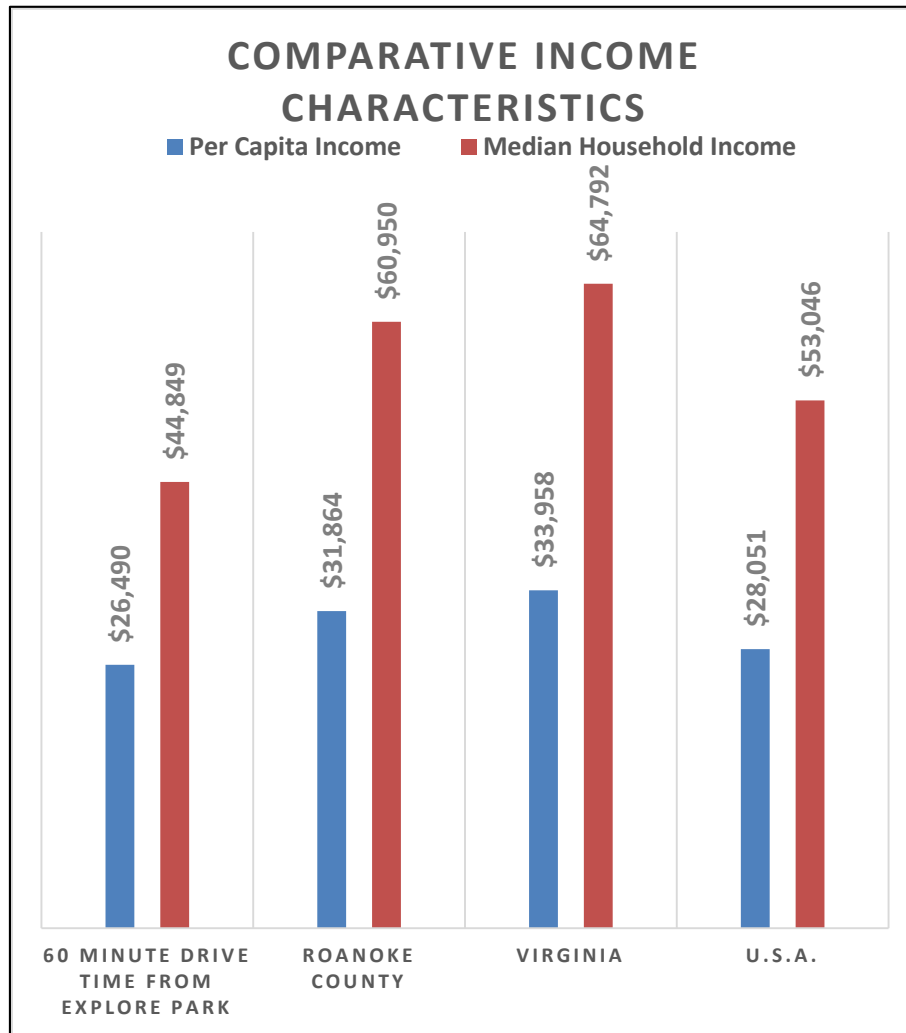


Figure 5 - Comparative Income Characteristics



3.2 NATIONAL PARTICIPATORY TRENDS IN RECREATION

Information released by Sports & Fitness Industry Association's (SFIA) 2015 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreation activities include: fitness walking, running/jogging, treadmill, free weights and road bicycling. Most of these activities that appeal to young and mature participants, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social values to the participant. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin, in terms of total participants. The most recent walking participation data was available (2014). It reported over 112 million Americans had walked for fitness at least once.

In the past year, the estimated number of "inactives" in America has increased 3%, from 80.2 million in 2013 to 82.7 million in 2014. According to the Physical Activity Council, an "inactive" is defined as an individual that doesn't take part in any "active" sport. Although inactivity was up in 2014, the 209 million "actives" seem to be participating more often and in multiple activities.

The Sports & Fitness Industry Association (SFIA) Sports, Fitness & Recreational Activities Topline Participation Report 2015 was utilized to evaluate national sport and fitness participatory trends. SFIA is the number one source for sport and fitness research. The study is based on survey findings by the Physical Activity Council through online interviews carried out in January and February of 2015 among nearly 11,000 individuals and households.

3.2.1 NATIONAL TRENDS IN GENERAL FITNESS

National participatory trends in fitness have experienced growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of activities that are relatively inexpensive and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking, which had over 112.5 million participants in 2014, which was a 2.9% increase from the previous year. Other leading fitness activities based on number of participants include running/jogging (51 million), treadmill (50 million), hand weights (42 million), and weight/resistant machines (36 million).

Over the last five years, the activities that grew most rapidly were off-road triathlons (up 123%), road triathlons (up 92%), trail running (up 55%), high impact aerobics (55% increase), and yoga (up 33%). Most recently, from 2013-2014, the largest gains in participation were high impact aerobics (14% increase), trail running (up 11%), and barre (up 10%).

This data identified in sections 3.2.1 through 3.2.5 will be helpful when constructing a program plan that could be implemented at Explore Park given the significant facilities that lend themselves favorably to these activities.

| National Participatory Trends - General Fitness | | | | | |
|---|----------------------|---------|---------|----------|--------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Fitness Walking | 110,882 | 117,351 | 112,583 | -4.1% | 1.5% |
| Running/Jogging | 42,511 | 54,188 | 51,127 | -5.6% | 20.3% |
| Treadmill | 50,395 | 48,166 | 50,241 | 4.3% | -0.3% |
| Free Weights (Hand Weights) | N/A | 43,164 | 41,670 | -3.5% | N/A |
| Weight/Resistant Machines | 39,075 | 36,267 | 35,841 | -1.2% | -8.3% |
| Stationary Cycling (Recumbent/Upright) | 36,215 | 35,247 | 35,693 | 1.3% | -1.4% |
| Stretching | 36,299 | 36,202 | 35,624 | -1.6% | -1.9% |
| Free Weights (Dumbbells) | N/A | 32,209 | 30,767 | -4.5% | N/A |
| Elliptical Motion Trainer | 25,903 | 27,119 | 28,025 | 3.3% | 8.2% |
| Free Weights (Barbells) | 26,595 | 25,641 | 25,623 | -0.1% | -3.7% |
| Yoga | 18,934 | 24,310 | 25,262 | 3.9% | 33.4% |
| Calisthenics/Bodyweight Exercise | N/A | N/A | 22,390 | N/A | N/A |
| Aerobics (High Impact) | 12,771 | 17,323 | 19,746 | 14.0% | 54.6% |
| Stair Climbing Machine | 13,653 | 12,642 | 13,216 | 4.5% | -3.2% |
| Pilates Training | 8,770 | 8,069 | 8,504 | 5.4% | -3.0% |
| Stationary Cycling (Group) | 6,762 | 8,309 | 8,449 | 1.7% | 24.9% |
| Trail Running | 4,845 | 6,792 | 7,531 | 10.9% | 55.4% |
| Cross-Training | N/A | 6,911 | 6,774 | -2.0% | N/A |
| Cardio Kickboxing | 5,500 | 6,311 | 6,747 | 6.9% | 22.7% |
| Martial Arts | 6,643 | 5,314 | 5,364 | 0.9% | -19.3% |
| Boxing for Fitness | N/A | 5,251 | 5,113 | -2.6% | N/A |
| Tai Chi | 3,315 | 3,469 | 3,446 | -0.7% | 4.0% |
| Barre | N/A | 2,901 | 3,200 | 10.3% | N/A |
| Triathlon (Traditional/Road) | 1,148 | 2,262 | 2,203 | -2.6% | 91.9% |
| Triathlon (Non-Traditional/Off Road) | 634 | 1,390 | 1,411 | 1.5% | 122.6% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| Legend: Large Increase (greater than 25%) Moderate Increase (0% to 25%) Moderate Decrease (0% to -25%) Large Decrease (less than -25%) | | | | | |



3.2.2 NATIONAL TRENDS IN OUTDOOR RECREATION

Results from the Participation Report demonstrate increased participation among Americans in a variety of outdoor recreation activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time constraints. In 2014, the most popular activities in the outdoor recreation category include road bicycling (40 million), day hiking (36 million), and camping within ¼ mile of vehicle/home (29 million). Over the last year, adventure racing (up 13%), backpacking overnight (up 11.4%), and BMX bicycling (up 8.4%) experienced the largest gains in participants.

From 2009-2014, outdoor recreation activities that have undergone large increases were adventure racing (up 135.6%), backpacking overnight (up 30.2%), and BMX bicycling (up 26.5%). Over the same time frame, activities declining most rapidly were in-line roller skating (down 32.2%), camping within ¼ mile of home/vehicle (down 15.7%), and recreational vehicle camping (down 13.8%).

| National Participatory Trends - Outdoor Recreation | | | | | |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|--------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Bicycling (Road) | 39,127 | 40,888 | 39,725 | -2.8% | 1.5% |
| Hiking (Day) | 32,542 | 34,378 | 36,222 | 5.4% | 11.3% |
| Camping (< 1/4 Mile of Vehicle/Home) | 34,012 | 29,269 | 28,660 | -2.1% | -15.7% |
| Wildlife Viewing (>1/4 Mile of Home/Vehicle) | 22,702 | 21,359 | 21,110 | -1.2% | -7.0% |
| Camping (Recreational Vehicle) | 16,977 | 14,556 | 14,633 | 0.5% | -13.8% |
| Birdwatching (>1/4 mile of Vehicle/Home) | 13,847 | 14,152 | 13,179 | -6.9% | -4.8% |
| Backpacking Overnight | 7,757 | 9,069 | 10,101 | 11.4% | 30.2% |
| Bicycling (Mountain) | 7,367 | 8,542 | 8,044 | -5.8% | 9.2% |
| Skateboarding | 7,580 | 6,350 | 6,582 | 3.7% | -13.2% |
| Roller Skating, In-Line | 8,942 | 6,129 | 6,061 | -1.1% | -32.2% |
| Climbing (Sport/Indoor/Boulder) | 4,541 | 4,745 | 4,536 | -4.4% | -0.1% |
| Climbing (Traditional/Ice/Mountaineering) | 2,062 | 2,319 | 2,457 | 6.0% | 19.2% |
| Adventure Racing | 1,005 | 2,095 | 2,368 | 13.0% | 135.6% |
| Bicycling (BMX) | 1,858 | 2,168 | 2,350 | 8.4% | 26.5% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

3.2.3 NATIONAL TRENDS IN HUNTING / FISHING ACTIVITIES

Overall, activities related to hunting and fishing have experienced strong participation growth in recent years. In 2014, the most popular of these activities in terms of total participants are freshwater fishing (38 million), target shooting with a handgun (14 million), and target shooting with a rifle (13 million).

Activities experiencing the most rapid growth from 2013-2014 include kayak fishing (up 15.4%), archery (up 10.3%), and hunting with a bow (up 8.1%). Examining growth trends over the last five years, activities with the highest rate of growth were archery (up 32.5%), hunting with a handgun (up 20%), and target shooting with a handgun (up 11.7%). Over the last five years, the only activities that underwent a decrease in participation were saltwater fishing (down 9.5%), hunting with a shotgun (down 8.3%), freshwater fishing (down 7%), and hunting with a rifle (down 6%).

| National Participatory Trends - Hunting / Fishing Activities | | | | | |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|-------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Fishing (Freshwater) | 40,646 | 37,796 | 37,821 | 0.1% | -7.0% |
| Target Shooting (Handgun) | 12,919 | 14,370 | 14,426 | 0.4% | 11.7% |
| Target Shooting (Rifle) | 12,916 | 13,023 | 13,029 | 0.0% | 0.9% |
| Fishing (Saltwater) | 13,054 | 11,790 | 11,817 | 0.2% | -9.5% |
| Hunting (Rifle) | 10,729 | 9,792 | 10,081 | 3.0% | -6.0% |
| Archery | 6,368 | 7,647 | 8,435 | 10.3% | 32.5% |
| Hunting (Shotgun) | 8,611 | 7,894 | 7,894 | 0.0% | -8.3% |
| Fishing (Fly) | 5,755 | 5,878 | 5,842 | -0.6% | 1.5% |
| Shooting (Sport Clays) | 4,232 | 4,479 | 4,645 | 3.7% | 9.8% |
| Hunting (Bow) | 3,974 | 4,079 | 4,411 | 8.1% | 11.0% |
| Shooting (Trap/Skeet) | 3,519 | 3,784 | 3,837 | 1.4% | 9.0% |
| Hunting (Handgun) | 2,575 | 3,198 | 3,091 | -3.3% | 20.0% |
| Kayak Fishing | N/A | 1,798 | 2,074 | 15.4% | N/A |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |



3.2.4 NATIONAL TRENDS IN WATER SPORTS / ACTIVITIES

The most popular water sports / activities based on total participants in 2014 were canoeing (10 million), recreational kayaking (8.9 million), and snorkeling (8.8 million). In the most recent year, activities experiencing the greatest increase in participation included stand-up paddling (up 38%), boardsailing / windsurfing (up 18%), and white water kayaking (up 9.6%).

Over the last five years, white water kayaking (up 80%), sea / touring kayaking (up 64%), recreational kayaking (up 42.2%), and boardsailing / windsurfing (up 28.2%) all experienced large gains in participation. From 2009-2014, activities declining most rapidly were water skiing (down 23.4%), jet skiing (down 18.2%), and rafting (down 15.7%).

| National Participatory Trends - Water Sports / Activities | | | | | |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|--------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Canoeing | 9,997 | 10,153 | 10,044 | -1.1% | 0.5% |
| Kayaking (Recreational) | 6,226 | 8,716 | 8,855 | 1.6% | 42.2% |
| Snorkeling | 9,827 | 8,700 | 8,752 | 0.6% | -10.9% |
| Jet Skiing | 7,770 | 6,413 | 6,355 | -0.9% | -18.2% |
| Water Skiing | 5,228 | 4,202 | 4,007 | -4.6% | -23.4% |
| Sailing | 4,284 | 3,915 | 3,924 | 0.2% | -8.4% |
| Rafting | 4,485 | 3,836 | 3,781 | -1.4% | -15.7% |
| Scuba Diving | 2,970 | 3,174 | 3,145 | -0.9% | 5.9% |
| Wakeboarding | 3,561 | 3,316 | 3,125 | -5.8% | -12.2% |
| Kayaking (Sea/Touring) | 1,776 | 2,694 | 2,912 | 8.1% | 64.0% |
| Stand-Up Paddling | N/A | 1,993 | 2,751 | 38.0% | N/A |
| Surfing | 2,505 | 2,658 | 2,721 | 2.4% | 8.6% |
| Kayaking (White Water) | 1,306 | 2,146 | 2,351 | 9.6% | 80.0% |
| Boardsailing/Windsurfing | 1,218 | 1,324 | 1,562 | 18.0% | 28.2% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |

3.2.5 NATIONAL TRENDS IN WINTER SPORTS

Assessing participation in snow sports, we find strong growth in the most recent year, as all activities in the category increased from 2013-2014. The most popular winter sports in 2014 were alpine / downhill skiing (8.6 million), snowboarding (6.8 million), and freestyle skiing (4.6 million). Telemarking (up 26.3%), snowshoeing (up 16.2%), and freestyle skiing (up 13.9%) reported the strongest participation growth in the last year.

Analyzing the five year trends, freestyle skiing (up 54.7%), telemarking (up 47.6%), and snowshoeing (up 2%) were the three activities that experienced growth. On the other hand, alpine / downhill skiing (down 20.8%), snowboarding (down 8.6%), and cross-country skiing (down 8.1%) all reported a decline in participation from 2009-2014.

| National Participatory Trends - Winter Sports | | | | | |
|--|--------------------------------------|----------------------------------|-----------------------------------|------------------------------------|--------|
| Activity | Participation Levels | | | % Change | |
| | 2009 | 2013 | 2014 | 13-14 | 09-14 |
| Skiing (Alpine/Downhill) | 10,919 | 8,044 | 8,649 | 7.5% | -20.8% |
| Snowboarding | 7,421 | 6,418 | 6,785 | 5.7% | -8.6% |
| Skiing (Freestyle) | 2,950 | 4,007 | 4,564 | 13.9% | 54.7% |
| Skiing (Cross-Country) | 4,157 | 3,377 | 3,820 | 13.1% | -8.1% |
| Snowshoeing | 3,431 | 3,012 | 3,501 | 16.2% | 2.0% |
| Telemarking (Downhill) | 1,482 | 1,732 | 2,188 | 26.3% | 47.6% |
| NOTE: Participation figures are in 000's for the US population ages 6 and over | | | | | |
| Legend: | Large Increase (greater than 25%) | Moderate Increase (0% to 25%) | Moderate Decrease (0% to -25%) | Large Decrease (less than -25%) | |



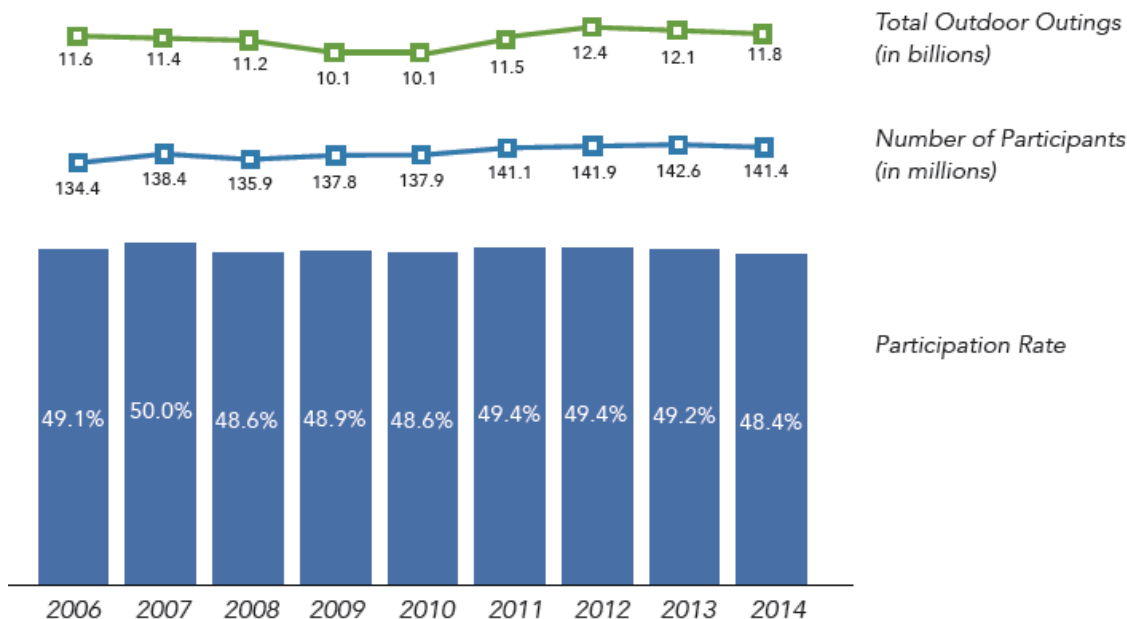
3.3 OUTDOOR RECREATION PARTICIPATION TRENDS

Every year, the Outdoor Foundation publishes the Outdoor Recreation Participation Topline Report, which is a special report that provides a snapshot of participation in outdoor activities among Americans. The information analyzed for this report is derived from a nationwide survey conducted by the Physical Activity Council that received nearly 11,000 responses from households and individuals for 2014. These are the same survey results utilized for the SFIA's 2015 Study of Sports, Fitness, and Leisure Participation Report, except that results are narrowed to only analyze activities taking place outdoors.

Survey results show that nearly half (48.4%) of all Americans participated in at least one outdoor activity in 2014, which represents 141.4 million participants totaling 11.8 billion outdoor outings. This was a slight drop from 2013 figures, which resulted in the lowest participation rate since the report began in 2006. The chart below describes the total number of outdoor outings, number of participants, and participation rates for outdoor activities since 2006.

Even with a slight decline in participation rate, Explore Park should still expect to see a high number of visitors participating in outdoor outings.

Outdoor Participation, 2006 to 2014

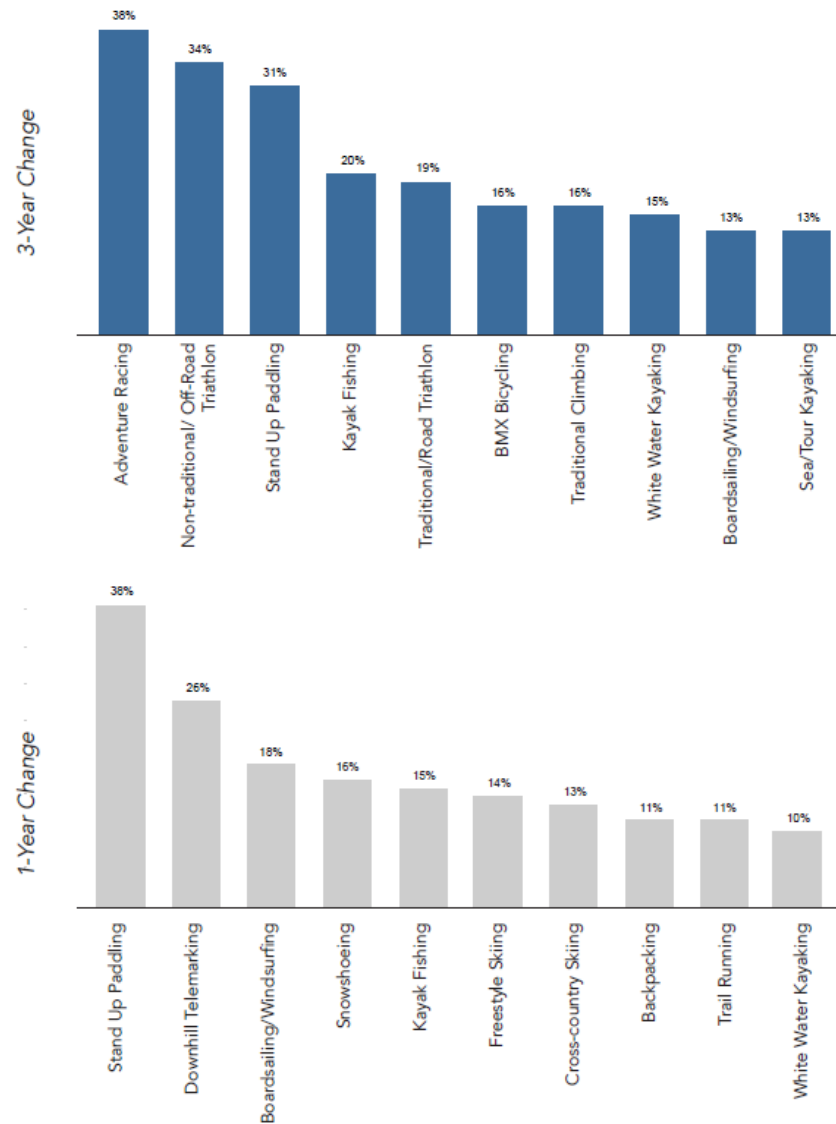


*Source: Outdoor Recreation Participation Topline Report 2015

The top outdoor activities in terms of participation over the last three years are racing activities and water sports. The most recent year has experienced strong growth from water and snow sports/ activities.

Data from the following study shows the top five most popular outdoor activities by participation rate and the top five favorite outdoor activities by participation frequency for youth / young adult and adult age segments.

Top Outdoor Activities for Growth



*Source: Outdoor Recreation Participation Topline Report 2015



Youth / young adult participants were reported to have engaged in 4.4 billion outdoor outings in 2014, which equates to 108.4 average outings per participant. The charts below describe the most popular (rate) and favorite (frequency) outdoor activities for youth ages 6-24.

| Most Popular Youth Outdoor Activities (ages 6-24) | | |
|---|------------|--------------------------|
| Activity | % of Youth | Total Youth Participants |
| Running, Jogging, Trail Running | 25.6% | 20.7 million |
| Bicycling (Road, Mountain, BMX) | 21.2% | 17.2 million |
| Camping (Car, Backyard, RV) | 18.5% | 15.0 million |
| Fishing (Fresh, Salt, Fly) | 18.0% | 14.6 million |
| Hiking | 12.8% | 10.4 million |

| Favorite Youth Outdoor Activities (ages 6-24) | | |
|---|------------------------------|---------------------|
| Activity | Avg. Outings per Participant | Total Youth Outings |
| Running, Jogging, Trail Running | 87.2 | 1.8 billion |
| Bicycling (Road, Mountain, BMX) | 67.2 | 1.2 billion |
| Skateboarding | 52.8 | 245.7 million |
| Surfing | 23.4 | 25.8 million |
| Birdwatching | 22.9 | 61.9 million |

*Source: Outdoor Recreation Participation Topline Report 2015

Adult participants were reported to have engaged in 7.4 billion outdoor outings in 2014, which equates to 73.3 average outings per participant. The charts below describe the most popular (rate) and favorite (frequency) outdoor activities for adults over the age of -24.

| Most Popular Adult Outdoor Activities (ages 25+) | | |
|--|-------------|--------------------------|
| Activity | % of Adults | Total Adult Participants |
| Running, Jogging, Trail Running | 15.8% | 33.0 million |
| Fishing (Fresh, Salt, Fly) | 15.0% | 31.4 million |
| Bicycling (Road, Mountain, BMX) | 12.8% | 26.8 million |
| Hiking | 12.4% | 25.9 million |
| Camping (Car, Backyard, RV) | 12.2% | 25.5 million |

| Favorite Adult Outdoor Activities (ages 25+) | | |
|--|------------------------------|---------------------|
| Activity | Avg. Outings per Participant | Total Adult Outings |
| Running, Jogging, Trail Running | 79.5 | 2.6 billion |
| Bicycling (Road, Mountain, BMX) | 54.3 | 1.5 billion |
| Birdwatching | 39.1 | 409.7 million |
| Wildlife Viewing | 28.0 | 450.1 million |
| Hunting | 23.3 | 245.6 million |

*Source: Outdoor Recreation Participation Topline Report 2015

3.4 NATIONAL CAMPING TRENDS

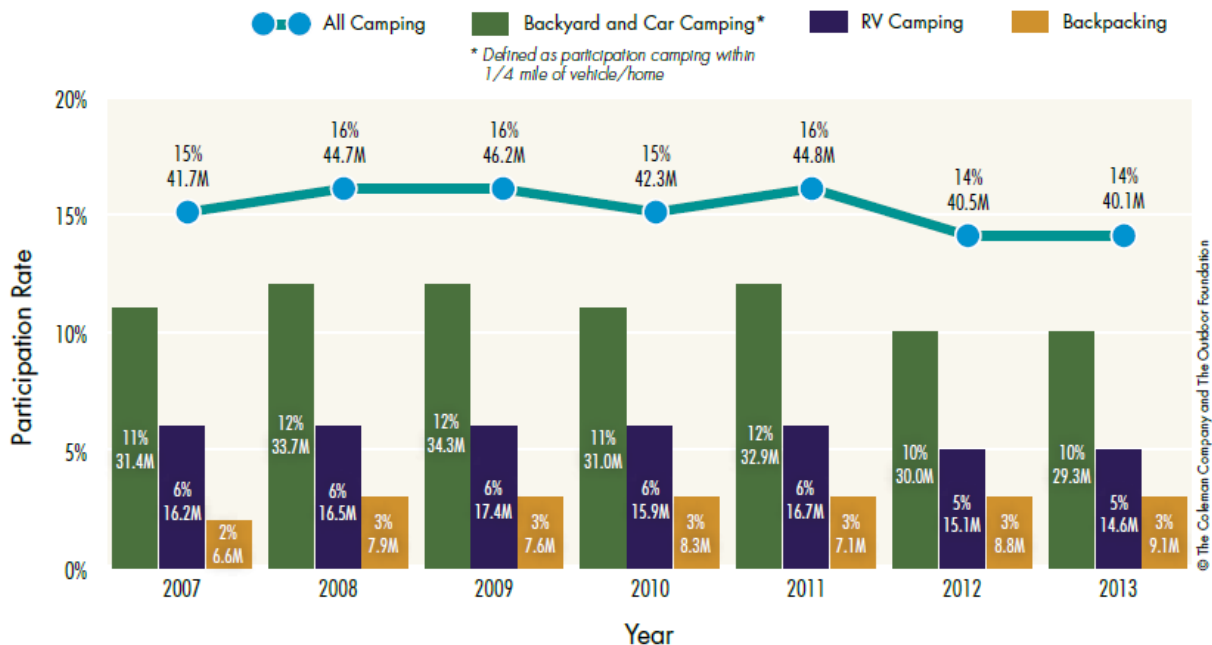
Although participation in camping has experienced a decline in recent years, camping remains a popular activity in the U.S. based on the sheer volume of participants. This popularity is due in large part to the inherent flexibility and affordability of the camping experience. Camping has evolved to accommodate a wide range of users and lifestyles and brings a variety of peripheral outdoor experiences to campers. The following statistics are the findings from the most recent *2014 American Camper Report*, conducted through the partnership of The Outdoor Foundation and Coleman Company, Inc.

3.4.1 OVERALL CAMPING PARTICIPATION

The following chart describes the total number of American campers over 6 years old each year from 2007 to 2013, and the number of campers for the three most popular types (backyard/car camping, RV camping, and backpacking). Percentages for each category represent how these figures compare with the U.S. population as a whole.

Over 40 million Americans reported they camped in 2013. This participation represented a minimal decline from the 2012 total. As illustrated in the chart, since 2007 the trends in the total number of campers has vacillated. If the trends can be interpreted correctly, the recent downward trend suggests that participation may increase in upcoming years. Participation by camping type remained fairly steady in 2013, as backyard/car camping (29.3 million) was the most popular form, followed by RV camping (14.6 million) and backpacking (9.1 million). The research also reveals that Americans went camping a total of 597.7 million days in 2013, which means the average camper camped a total of 14.9 days during the year.

All Americans, Ages 6+



Note: Some campers participated in both backyard/car camping and RV camping.

*Source: 2014 American Camper Report



3.4.2 DEMOGRAPHICS OF CAMPERS

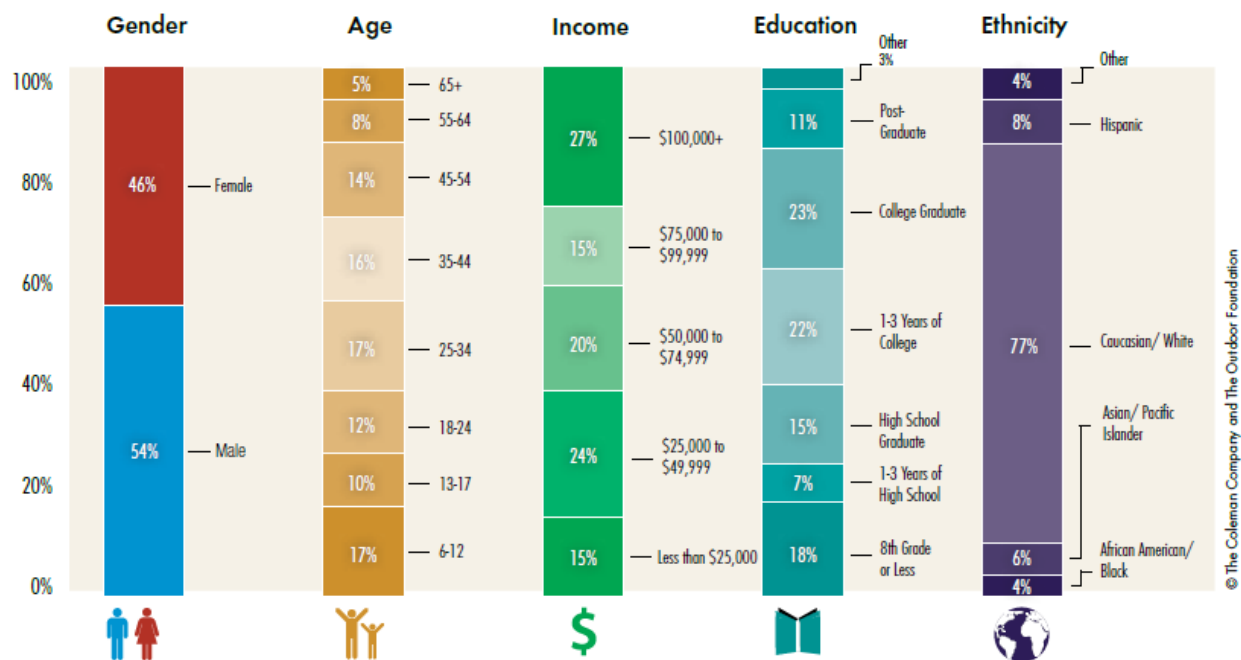
The demographic characteristics of campers as reported in 2013 are reflected in the following graph. Over 40% percent of campers have an income of \$75,000 or more, with a full 27% reporting income in excess of \$100,000. Also, nearly 60% of campers have at least some college education, so campers tend to be affluent and educated.

Caucasians make up 84% of campers, followed by Hispanics (8%), Asian/Pacific Islander (6%), and African Americans (4%). Participation in camping among Hispanics has been trending upwards in recent years, which is of particular interest to the future design of camping experiences. The social tendencies of Hispanics are that they are family oriented. They like to gather in large family oriented groups for picnicking and those tendencies may be reflected in camping experiences.

The median age of campers in the U.S. is around 32 years, which is a year younger than the median age for the previous five years. There is a correlation between young adults and middle-age campers and youth participants, as many camping trips involve families. Although the 55+ segment only represents 13% of campers, many researchers believe that this group of campers will begin to rise dramatically as more retiring baby boomers seek outdoor experiences. Marketing efforts may need to address methods for increasing the percentage of retired adult users.

Demographics

Campers, Ages 6+



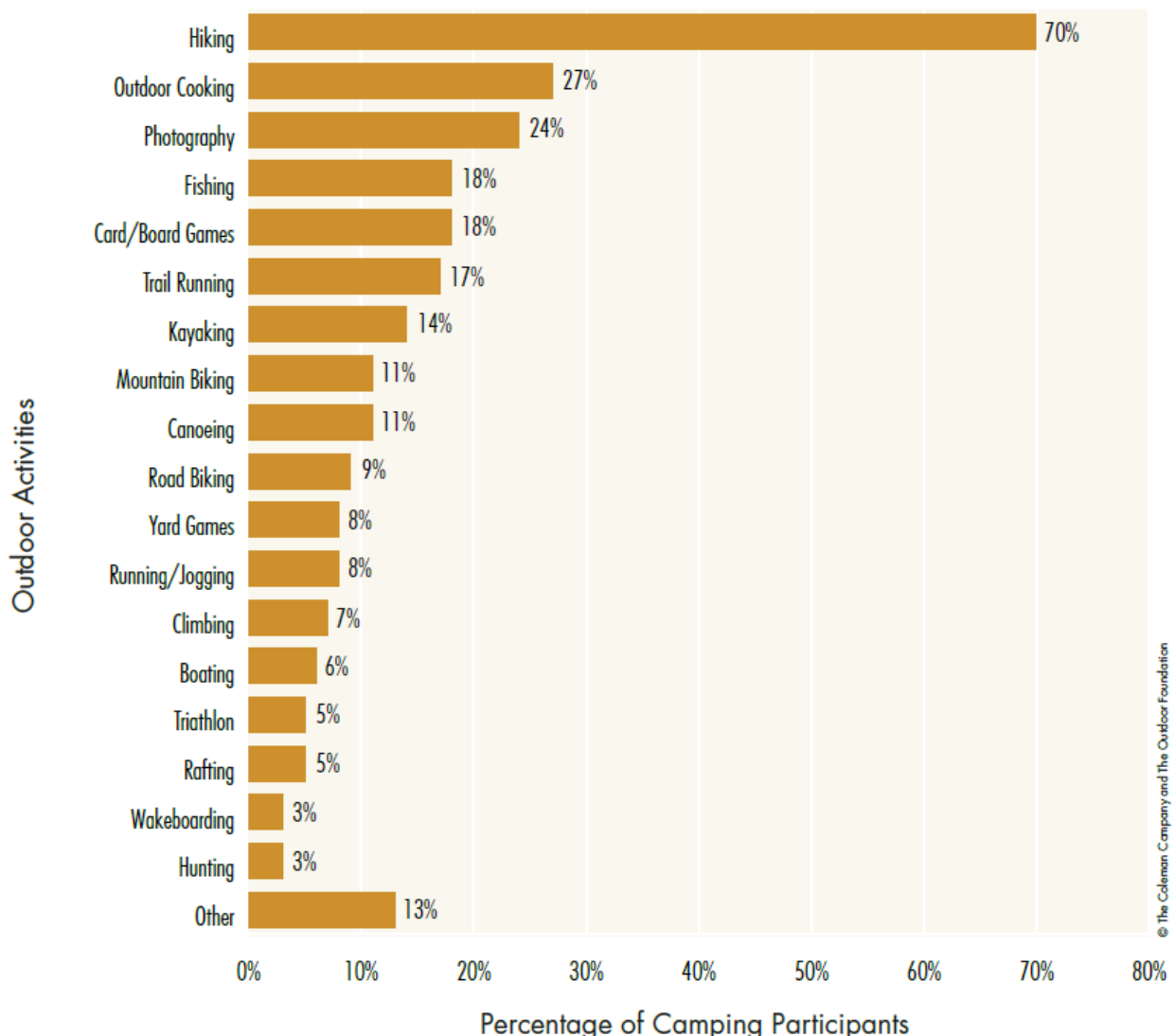
*Source: 2014 American Camper Report

3.4.3 CAMPING AS A GATEWAY ACTIVITY

Camping is considered a gateway activity because it often leads to participants engaging in additional outdoor activities. Statistics show that 87% of campers participated in some other outdoor activity during their camping trip, so it is very important that camping locations offer a wide variety of support amenities and program activities for participants. The following chart reflects the most popular sport and leisure activities among campers over the age of 18. It will be beneficial for the staff to study these activities with current users. If the results are favorable, incorporate selected activities for future campers.

Favorite Activities while Camping

Campers, Ages 18+



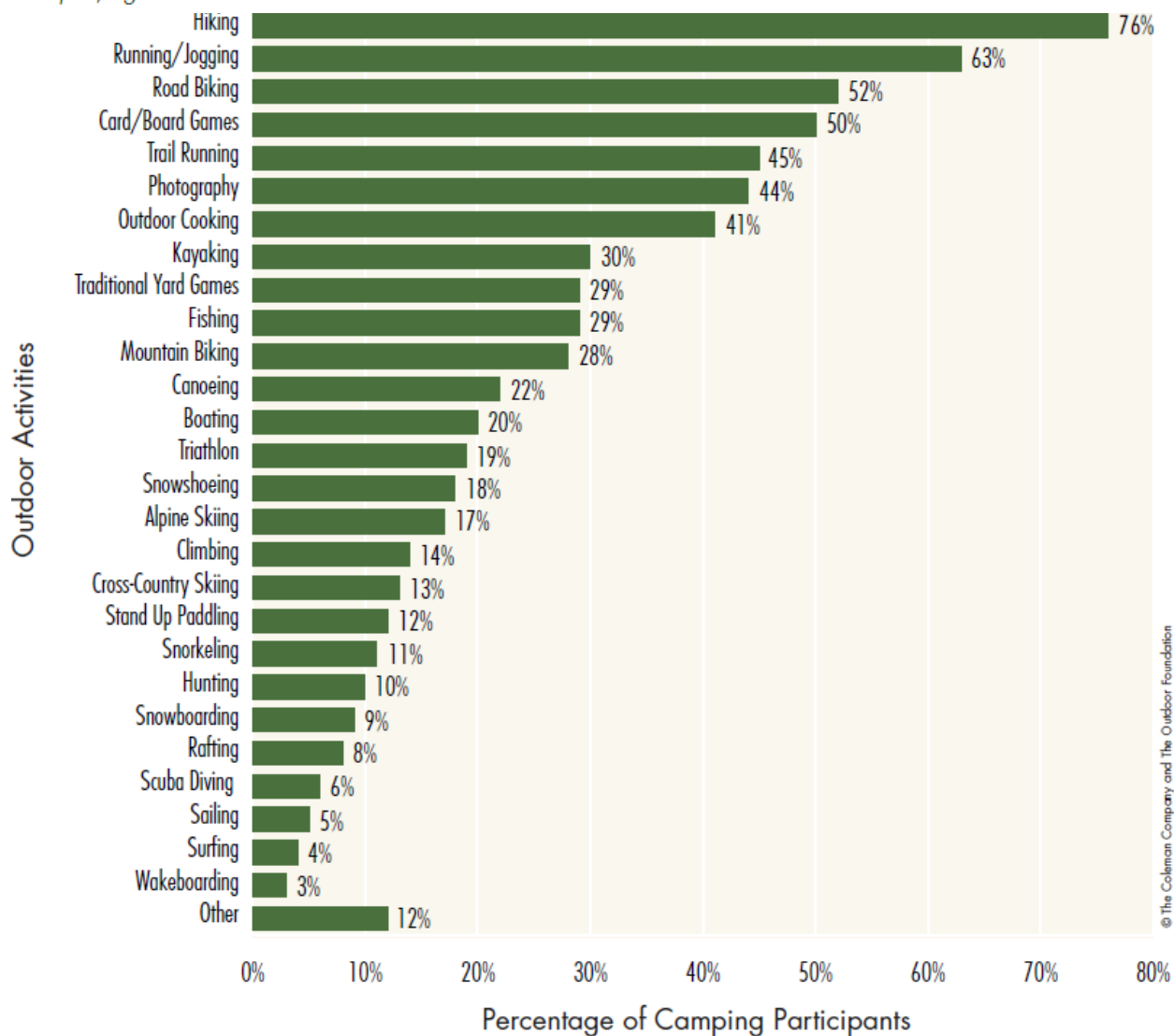
*Source: 2014 American Camper Report



With the understanding that the previous chart has some limitations in describing user behavior based on the amenities and activities that are present in each setting, it is also useful to examine the most popular activities among participants when they aren't camping. The following chart illustrates general sport and leisure participation among campers over the age of 18. This information provides an understanding of activities that interest campers and can be useful when determining the types of activities that would be most desired during a camping experience.

General Sports and Leisure Participation

Campers, Ages 18+



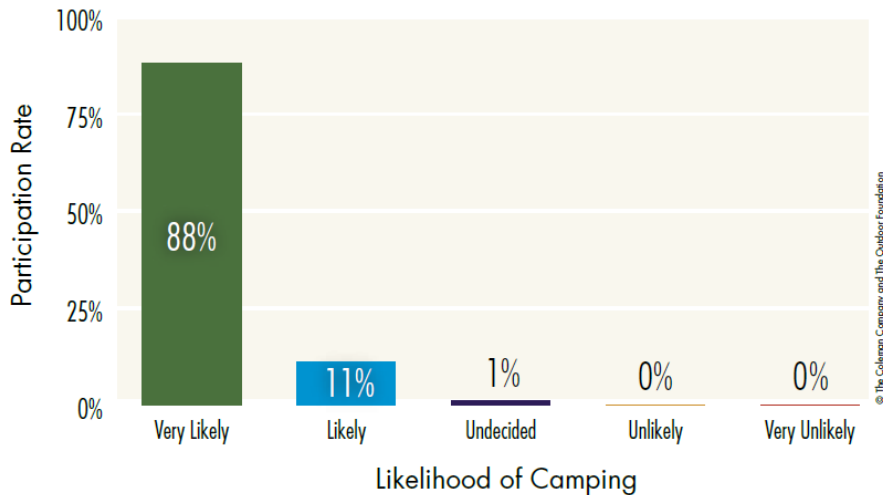
*Source: 2014 American Camper Report

3.4.4 REPEAT CUSTOMERS

Based on survey findings, campers tend to be very loyal customers as they plan to repeat their experience within the next year at a very high rate. 88% of campers say they are 'very likely' to camp in the next year, with an additional 11% stating their chances are 'likely'. Only 1% were 'undecided' whether they would camp in the near future, and none of those surveyed believed a repeat experience was 'unlikely' or 'very unlikely'.

Likelihood of Camping Next Year

Campers, Ages 18+

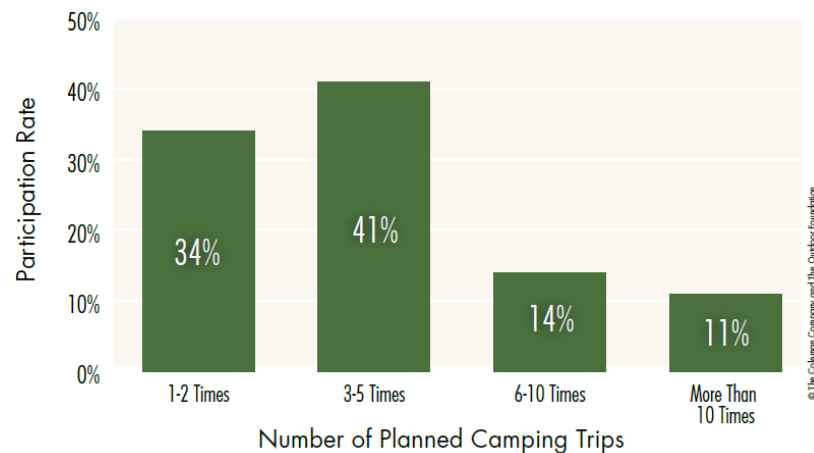


*Source: 2014 American Camper Report

It is enlightening to find that campers are likely to return for their camping experience at a frequent rate. Based on the number of camping trips planned in the next year, we find that 66% of them expect to do so more than three times.

Number of Trips Planned

Campers, Ages 18+



*Source: 2014 American Camper Report



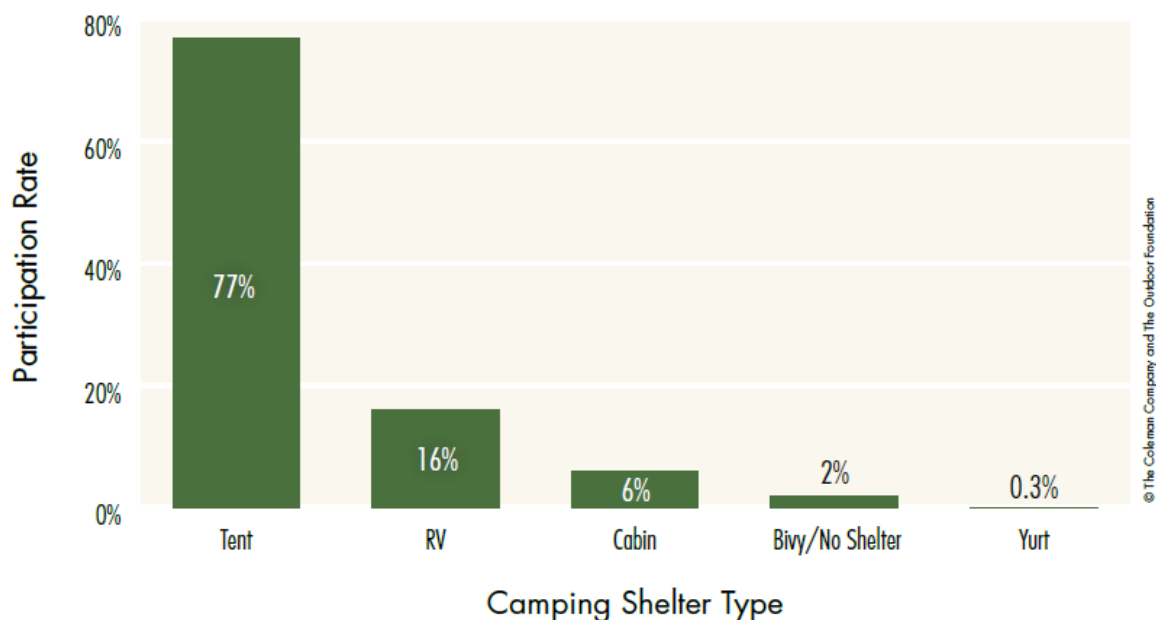
3.4.5 TYPES OF CAMPING

Different types of camping can accommodate different styles of campers. A variety of available camping options were identified in the *American Camper Report*, including tents, RVs, cabins, bivy/no shelter, and yurts. Overwhelmingly, tent camping (77%) is the preferred type of camping for all campers age 18 or older, followed by RV (16%) and cabin camping (6%).

Primary Type of Camping Shelter

All Campers

Ages 18+



*Source: 2014 American Camper Report

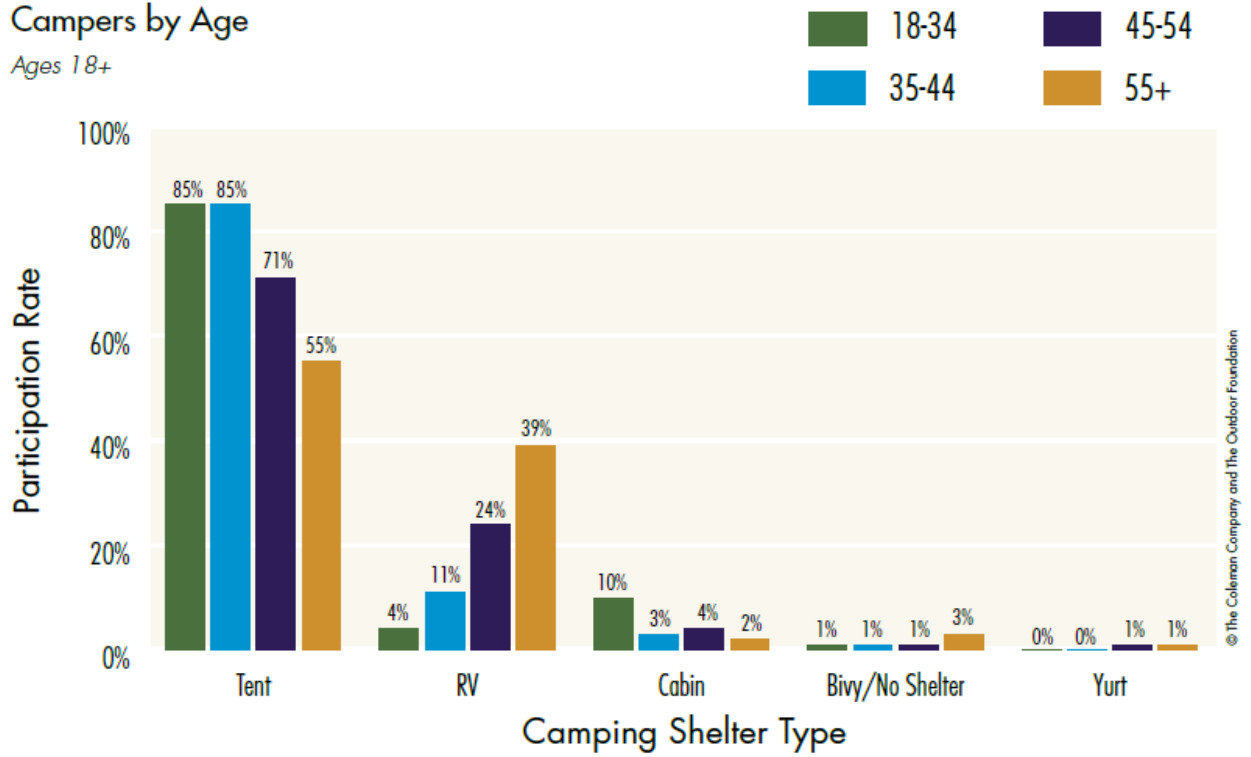
The camping shelter type varies by the age of participants. Younger segments are primarily camping in tents, while the older campers prefer more diverse camping experiences. Surprisingly, the oldest age group is participating in the most rugged experience (i.e. bivy/no shelter) at a higher rate, although this style of camping pales in comparison to the more popular forms.

According to the Recreation Vehicle Industry Association's most recent ownership report, the fastest-growing cohort of RV owners in 2013 was 35 to 44 years old, which is just slightly less than the industry's largest cohort of owners, which are between 45 and 54 years old. The average American RV owner was 50 in the 1980s, and today that age is 48 and falling.

As the baby boomer population continues to swell and enter retirement, the 55+ generation is one to regard as a buyer of a less expensive camping experience. The RV lifestyle for retired adults may be a sign of the past.

Campers by Age

Ages 18+



*Source: 2014 American Camper Report

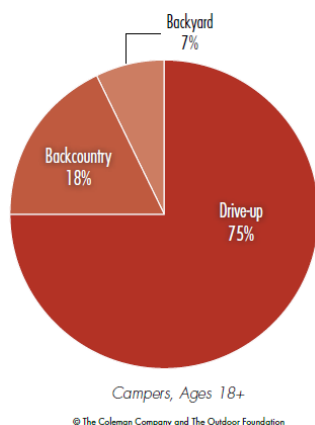


3.4.6 LOCATION AND LENGTH OF CAMPING EXPERIENCE

This section explores where camping typically takes place, along with the duration and seasonality of the experience.

The following charts describe the setting and the distance traveled for desired camping experiences. Three-fourths of camping trips take place in a drive-up setting, followed by backcountry (18%) and backyard (7%) camping. Survey data shows that adult campers traveled an average of 186.7 miles from home to reach their camping destination. Sixty percent of campers travel between 51-300 miles to camp, while only 23% stay within 50 miles of home and nearly 20% travel over 300 miles. These figures illustrate that camping experiences can draw users from long distances.

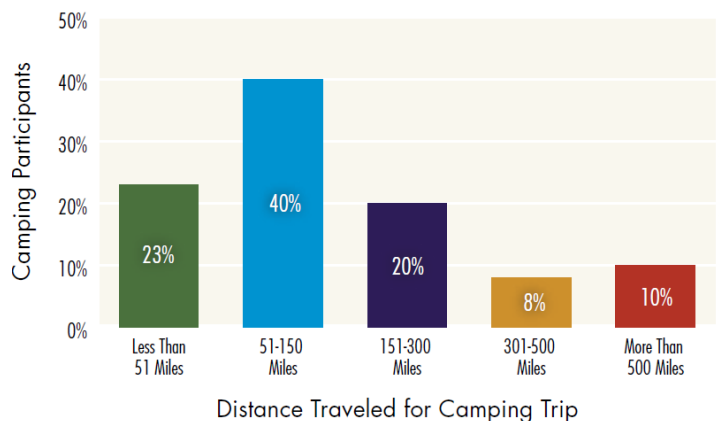
Type of Trip



*Source: 2014 American Camper Report

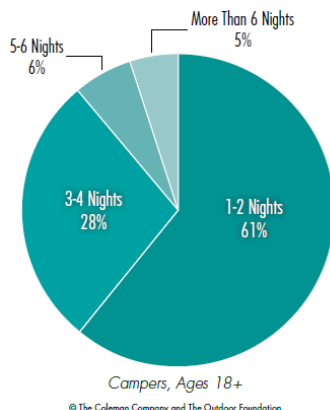
Distance from Home

Campers, Ages 18+



The length of trip for the majority of campers' is 1-2 nights (61%), followed by 3-4 nights (28%) and 5+ nights (11%). The seasonality of camping trips affect the length of stay, as the summer months average a duration of 2.5 nights, with winter surprisingly reporting the second longest average stay at 2 days.

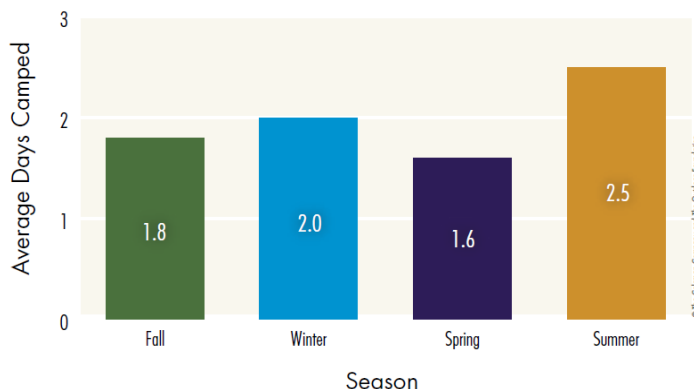
Length of Trip



*Source: 2014 American Camper Report

Camping Days by Season

Campers, Ages 18+



3.5 LOCAL SPORT AND MARKET POTENTIAL

The Market Potential Index (MPI) report measures the probable demand for a product or service in the 60 minute drive time from Explore Park. The MPI shows the likelihood that an adult resident of the target area will participate in certain activities when compared to the US national average. The national average is 100, therefore numbers below 100 would represent a lower than average participation rate, and numbers above 100 would represent higher than average participation rate. The service area is compared to the national average in a variety of outdoor recreational activities.

Overall, the service area studied demonstrates above average market potential index (MPI) numbers; in outdoor activities. This means that residents within the service area have a higher than average likelihood to participate in listed outdoor activities below.

The activities are listed in descending order, from highest to lowest number of estimated participants amongst the service area's residents. High index numbers (100+) are significant because they demonstrate that there is a greater potential that residents of the service area will actively participate in programs offered by the Parks, Recreation and Tourism Department.

The activities of particular interest to Explore Park staff are those related to the use of trails and camping. It will be important to track how activity at the park compares with this data.

| Local Participatory Trends - Outdoor Activity | | | | |
|---|------------------------|-----------------|-------|------------|
| Activity | Estimated Participants | % of Population | | MPI |
| | | Service Area | USA | |
| Hunting with Rifle | 20,412 | 6.3% | 4.6% | 137 |
| Hunting with Shotgun | 17,020 | 5.2% | 4.0% | 130 |
| Fishing (fresh water) | 49,991 | 15.4% | 12.4% | 124 |
| Boating (power) | 20,597 | 6.3% | 5.3% | 120 |
| Canoeing/kayaking | 20,083 | 6.2% | 5.4% | 115 |
| Horseback riding | 8,967 | 2.8% | 2.5% | 113 |
| Target Shooting | 16,472 | 5.1% | 4.6% | 112 |
| Went overnight camping | 46,166 | 14.2% | 12.7% | 112 |
| Backpacking | 10,135 | 3.1% | 2.9% | 107 |
| Walking for Exercise | 95,856 | 29.5% | 28.1% | 105 |
| Bicycling (road) | 33,015 | 10.2% | 9.8% | 104 |
| Hiking | 32,965 | 10.2% | 10.0% | 102 |
| Bicycling (mountain) | 13,251 | 4.1% | 4.0% | 102 |
| Fishing (salt water) | 13,179 | 4.1% | 4.1% | 101 |
| Archery | 11,047 | 8.7% | 9.0% | 97 |
| Jogging/Running | 39,702 | 12.2% | 12.7% | 96 |



3.6 COMPARATIVE ANALYSIS

It is important to assess other park operations within a 60 mile radius of Explore Park. This analysis is completed to compare with the operations of other parks within the radius. Eight parks were determined to have similar characteristics to Explore Park. Six state parks, one city park and two private parks were identified in this comparison. The comparison is reflected through the following bullet points and supported with the charts below. Three core programs were evaluated. Those programs included camping, adventure recreation and cabin operations.

3.6.1 VIRGINIA CAMPGROUND SUMMARY

- All parks have campsites, all but two have cabins/lodging and group campsites.
- All parks with cabins/lodging have campsites equipped with RV parking.
- The number of campsites range from 43-172, with the average being 98 sites. The privately owned park had the greatest number of campsites.
- The number of cabins/lodges ranges from 17-81, with the average being 35 cabins. By a large number, the largest number of cabins are in the privately owned park.
- Primitive camping prices are around \$20 per day. Water and electric hook ups are around \$30 per day. The private park can cost as high as \$106 per night during peak season weekends.
- Cabin prices vary depending on season, weekday or weekend.
- State parks offer discounted prices for in-state residents.
- Type of cabin affects price as well. Available options at state parks range from one room efficiency up to six bedroom lodges.
- Nightly rates can range anywhere from \$62-\$434 depending on the criteria in the previous point.
- All public parks offer several hospitality rental spaces ranging from a capacity of 30 people up to 300 people.
- Five parks had playgrounds, no more than two playgrounds at each park.
- All parks offered water activities, all were located next to a lake or river.
- Only two campgrounds offered an on-site swimming pool.
- All but two parks offered several boat rental options.
- All parks but one had flush toilets and showers available to campers.
- Concessions are available at all parks during the summer months only. The privately owned park serves full meals during all operating months.
- All public parks operate year round. Privately owned parks close December through March 19.

| | Claytor Lake State Park | Douthat State Park |
|------------------------------------|--|---|
| City, County | Dublin, Pulaski | Millboro, Bath |
| Distance from Explore Park | 43 miles | 51 miles |
| Park Type | State Park | State Park |
| Type of Campground Spaces | Cabin, lodging, camping, RV camping | Cabin, lodging, camping, RV camping |
| Number of Campground Spaces | 110 campsites 1 group campsite 13 cabins 4 lodges | 87 campsites 32 cabins 3 lodges |
| Campground Pricing | Campsites: \$20-\$67 Cabins/Lodges: \$62-\$434 | Campsites: \$26-\$33 Cabins/Lodges: \$62-\$435 |
| Season/Off Season Rates | 25% discount for off season | 25% discount for off season |
| Playgrounds | 2 playgrounds | No |
| Tennis Courts | No | No |
| Hospitality Rentable Spaces | 7 shelters (up to 100 people) Marina Meeting Facility | 3 shelters (up to 100 people) Alleghany Room (up to 65 people) |
| Access to River Activities | Lake w/ full service marina | 50 acre lake |
| Wi-Fi | Available in meeting facilities | Around beach bathhouse |
| Pools | Swimming in Claytor Lake | Swimming allowed in Douthat Lake |
| Flush Toilets | Yes | Yes |
| Showers | Yes | Yes |
| Concessions/Grocery Store | Seasonal | Seasonal concessions & Full service restaurant |
| Pull through spaces for RVs | Campground D | All camp sites |
| Open During Winter | Yes | Yes |
| Boat Rentals | Yes | Yes |

| | Smith Mountain Lake State Park | Fairy Stone State Park |
|------------------------------------|---|--|
| City, County | Huddleston, Bedford | Stuart, Patrick |
| Distance from Explore Park | 41 miles | 58 miles |
| Park Type | State Park | State Park |
| Type of Campground Spaces | Cabin, lodging, camping, RV Camping | Cabin, lodging, camping, group camping, equestrian camping |
| Number of Campground Spaces | 50 campsites 20 cabins 1 lodge | 50 campsites 6 group campsite 25 cabins 1 lodge |
| Campground Pricing | Campsites: \$20-\$30 Cabins/Lodges: \$62-\$436 | Campsites: \$20-\$30 Cabins/Lodges: \$62-\$437 |
| Season/Off Season Rates | 25% discount for off season | 25% discount for off season |
| Playgrounds | No | 2 playgrounds, 1 in water |
| Tennis Courts | No | No |
| Hospitality Rentable Spaces | 1 picnic shelter (up to 50 people) | 4 shelters (up to 75 people) Conference center available for rent |
| Access to River Activities | 2nd largest fresh water lake in VA | 168 acre lake |
| Wi-Fi | No | Wi-Fi available in Fayerdale Hall Conference Center |
| Pools | Swimming @ 2 public beaches | Swimming in lake |
| Flush Toilets | Yes | Yes |
| Showers | Yes | Yes |
| Concessions/Grocery Store | Concessions & food service during summer | Snack bar during season |
| Pull through spaces for RVs | Up to 50', (back in & pull thru) | Yellow, green, and equestrian campsites |
| Open During Winter | Yes | Yes |
| Boat Rentals | Yes | No |



Explore Park

| | New River Trail State Park | Yogi Bear's Jellystone Park |
|------------------------------------|---|---|
| City, County | Max Meadows, Wythe | Luray, Page |
| Distance from Explore Park | 33 miles | 148 miles |
| Park Type | State Park | Private |
| Type of Campground Spaces | Camping | Camping, Cabins, RV camping |
| Number of Campground Spaces | 36 campsites 7 group campsites | 172 campsites 81 cabins |
| Campground Pricing | Campsites: \$12-\$61 | Campsites: \$37-\$106 Cabins: \$63-\$528 |
| Season/Off Season Rates | No | 30%-45% discount for off season |
| Playgrounds | 1 playground | 2 playgrounds |
| Tennis Courts | No | No |
| Hospitality Rentable Spaces | Shelter up to 75 Amphitheater seats 300, additional standing for 100 | No |
| Access to River Activities | Runs parallel to 39 mile stretch of New River | No, has fishing pond, and paddle boats |
| Wi-Fi__33 | No | Yes |
| Pools | No swimming zones, but tubing is allowed | Swimming pool, water park, water slides |
| Flush Toilets | No | Yes |
| Showers | No | Yes |
| Concessions/Grocery Store | Snacks sold during summer | Full Café |
| Pull through spaces for RVs | No vehicular access to campsites | Red Carpet, Premium Red Carpet sites |
| Open During Winter | Yes | No |
| Boat Rentals | Yes | No |

| | Glen Maury Park | Yogi Bear's Jellystone Park |
|------------------------------------|---|--|
| City, County | Buena Vista, Rockbridge | Natural Bridge Station, Rockbridge |
| Distance from Explore Park | 52 miles | 46 miles |
| Park Type | City | Private |
| Type of Campground Spaces | Camping | Camping, Cabins, RV camping |
| Number of Campground Spaces | 52 campsites 1 group campsite | 217 campsites 31 cabins |
| Campground Pricing | Campsites: \$22-\$35 | Campsites: \$34-\$79 Cabins: \$92-\$227 |
| Season/Off Season Rates | \$5 discount for off season sites with hookups | 30%-45% discount for off season |
| Playgrounds | Yes | 2 playgrounds |
| Tennis Courts | Yes | No |
| Hospitality Rentable Spaces | 6 shelters, double-decker shelter 2 multi-purpose pavilions (\$50-\$300/day) | Yes, pavilion with kitchen |
| Access to River Activities | Yes | Yes, tubing, canoeing, kayaking |
| Wi-Fi__33 | No | Yes |
| Pools | Yes, city pool for additional cost. \$2.50 for campers | Yes, swimming, water slide & park |
| Flush Toilets | Yes | Yes |
| Showers | Yes | Yes |
| Concessions/Grocery Store | Yes | Full Café |
| Pull through spaces for RVs | No | Yes |
| Open During Winter | No | No |
| Boat Rentals | No | No |

3.6.2 ALPINE SLIDE SUMMARY-ADVENTURE PARK AMENITY

An alpine slide is a long chute on the side of a hill, usually built by ski resorts to supplement summer income. A wheeled cart is used to navigate the slide. The ride is similar to a bobsled ride, except that it rolls over a smooth track—generally concrete, stainless steel, or fiberglass—rather than sliding on ice. The cart accommodates one or two passengers and is controlled by a hand brake located between the rider's legs. Pulling the hand brake handle causes the cart to stop; pushing or letting go of the handle causes the brakes to release, allowing the cart to accelerate. The ride is unique among amusement park rides in that the rider has complete control over his or her speed and ride experience. With this control comes responsibility: the rider must ensure the cart is not going too fast; otherwise the cart may overturn around curves, leading to possible injury or death.

The notion of including information and comparatives about alpine slides is that Explore Park offers a number of location opportunities to create such an amenity as a new form of entertainment, an additional destination amenity, and to enhance revenues. The following is an analysis of alpine slides available across the country.

- There are currently 23 alpine slides within the United States.
- There are no alpine slides in the State of Virginia.
- The closest alpine slide to Explore Park is 244 miles away in McHenry, Maryland.
- There are two similar alternatives to alpine slides; mountain coasters and mountain tubing.
- Mountain coasters are on a metal track system, and mountain tubing is on a material called Neveplast.
- There are four ski resorts in Virginia. All offer mountain tubing.
- Alpine slides are typically at ski resorts as they provide a source of revenue during the summer months.
- Alpine slides typically require a gondola or ski lift.
- Alpine slides are also available at adventure theme parks.
- Other activities often used with alpine slides include: mountain biking, scenic gondola rides, ziplines, trampoline bungee, climbing walls, mini golf, water parks and go karts.
- The cost of a single rider on an alpine slide is typically from \$6-\$12 per ride.
- The average cost of the slides benchmarked is \$9.33 per ride.
- The average cost of the mountain coasters benchmarked is \$16.44 per ride.
- The average cost of mountain tubing is \$14.50 per hour.
- Most alpine slides and coasters operate year round.



| | Liberty Mountain | Wintergreen Resort |
|-----------------------------------|---|--|
| Location | Lynchburg, VA | Wintergreen, VA |
| Distance from Explore Park | 55 miles | 104 miles |
| Mountain Size | 5,000 sq ft | 2,388 ft tall |
| Mountain Activities | Skiing, Snowboarding, Tubing, Bag Jump, Olympic Trampoline, Lessons | Skiing, Snowboarding, Winter & Summer Tubing, Zip Lines, Archery, Climbing Tower, Bungee Trampoline, Mechanical Bull, Shamokin Ice, Summer & Winter Fun Park, Outdoor Movies, Lawn Games, Mini Golf |
| Costs | <p>Non-peak ski/snowboard: \$6/hr Peak ski/snowboard: \$8/hr Equipment rental: \$14/day Tubing: \$11 first hr, \$6 each additional hr Bag Jump: \$20 for 2 hrs / \$36 training class Trampoline: \$5/hr / \$15 first jump training Group lesson: \$27/person Private lesson: \$32/person</p> | <p>Adult season pass: \$309 Student season pass: \$269 Family (4) season pass: \$799, plus \$189 per additional Adult ski/snowboard (half session - 4 hrs): \$49 Adult ski/snowboard (full session - 8 hrs): \$59 Adult ski/snowboard (extended session): \$69 Youth/senior ski/snowboard (half session - 4 hrs): \$39 Adult ski/snowboard (full session - 8 hrs): \$49 Adult ski/snowboard (extended session): \$59 Adult ski rental: \$27 (half) / \$39 (full) / \$49 (extended) Youth/senior rental: \$21 (half) / \$33 (full) / \$43 (ext) Under 5 rental: \$20 (half) / \$25 (full) / \$35 (ext) Snowboard rental: \$4 more than ski rental Ski/snowboard lessons: \$49-\$108 Zip line: \$14 one ride / \$19 two rides Tubing plunge: \$11 for 30 min / \$15 per hour Archery: \$29 Summer Adventure Center: \$49 Winter Adventure Center: \$54 Fun Park: \$18/child & adult Bungee tramp/climbing tower/mech bull: \$11 each Mini golf: \$6</p> |
| Season of Operation | Open All Seasons | All Seasons |
| Alpine slide | No-All Season Tubing Slide | No-All Season Tubing Slide |

| | Massanutten Resort | Bryce Resort |
|-----------------------------------|--|---|
| Location | McGaheysville, VA | Bayse, VA |
| Distance from Explore Park | 120 miles | 149 miles |
| Mountain Size | 6000 acres | 8.8 square miles |
| Mountain Activities | Skiing, Snowboarding, Winter & Summer Tubing, Ice Skating, Golf, Zip Lines, Climbing Wall, Indoor/Outdoor Water Park, Bungee Trampoline | Mountain Tubing, Climbing Wall, Trampoline Bungee, Grass Skiing & Boarding, Scenic Lift Ride, Mini Golf, Zip Lines, Beach Activities, Golf |
| Costs | <p>Season pass: \$450 adult / \$375 student Adult ski/snowboard (4-hour): \$40 wkday / \$60 wkend Adult ski/snowboard (8-hour): \$50 wkday / \$70 wkend Adult ski/snowboard (ext): \$60 wkday / \$80 wkend Yth/sen ski/snow (4-hour): \$32 wkday / \$50 wkend Yth/sen ski/snow (8-hour): \$42 wkday / \$60 wkend Yth/sen ski/snow (ext): \$52 wkday / \$70 wkend Equip rental (4-hour): \$30 adult / \$24 yth/sen Equip rental (8-hour): \$35 adult / \$29 yth/sen Equip rental (ext): \$45 adult / \$40 yth/sen Tubing (2 hrs): \$22 wkday / \$26 wkend Ice Skating: \$10 adult / \$5 youth Ice skate rental: \$3 skates / \$2 helmet Ice skating lessons: \$20-\$35</p> | <p>Mountain tubing: \$12 Climbing wall / trampoline bungee: \$8 each / \$15 both All 3 above activities: \$25 Grass skiing & boarding: \$60 Scenic lift ride: \$6 Mini golf: \$5 adult / \$4 child Zip lines: \$45 Beach admission \$6 Beach season pass: \$75 single / \$175 family Water equipment rental: \$12-\$20/hr Golf (9 holes): \$18 wkday / \$24 wkend Golf (18 holes): \$29 wkday / \$39 wkend</p> |
| Season of Operation | All Seasons | All Seasons |
| Alpine slide | No-Summer Tubing Slide | No-Summer Tubing Slide |

| | Snow King Mountain | Wisp Ski Resort |
|-----------------------------------|---|--|
| Location | Jackson, WY | McHenry, MD |
| Distance from Explore Park | 2,048 miles | 244 miles |
| Mountain Size | 400 acres | 172 acres |
| Mountain Activities | Skiing, Snowboarding, Tubing, Alpine Slide, Mountain Coaster, Ice Climbing, Terrain Parks, Tree Top Adventure Course, Bungee Trampoline | Mountain Coaster, Segway Tours, Mountain Biking, Climbing & Rappelling, Scenic Chair Lifts, Laser Games, Geocaching, Disc Golf, Guided Hiking |
| Costs | <p>Season pass: \$389 adult / \$289 youth/senior</p> <p>Ski/snowboard (half day): \$37 adult / \$25 youth/senior</p> <p>Ski/snowboard (full day): \$47 adult / \$30 youth/senior</p> <p>Ski/snowboard (night): \$25 adult / \$20 youth/senior</p> <p>Alpine slide: \$15 single ride / \$60 five rides / \$3 youth</p> <p>Cowboy Coaster: \$21 driver / \$8 passenger</p> <p>Cowboy Coaster (5-ride): \$84 driver / \$32 passenger</p> <p>King Tubes (1 hr.): \$20 adult / \$15 youth / \$5 addl hr.</p> <p>Ice climbing: \$20 open / \$275-\$375 private / \$5 equip</p> <p>Ice climbing lesson: \$75/group</p> <p>TreeTop Adventure: \$59</p> <p>Bungee Trampoline: \$10 for two min / \$45 for 10 min</p> | <p>Mountain Coaster (1 ride): \$14 single / \$19 double</p> <p>Mountain Coaster (3 rides): \$34 single / \$49 double</p> <p>Segway tours: \$54/hr.</p> <p>Mountain biking lift pass: \$34 half / \$44 full</p> <p>Mountain bike rental: \$44 two hr. / \$54 all day</p> <p>Bike rental & lift pass: \$89 two hr. / \$129 all day</p> <p>Mountain biking clinic: \$129</p> <p>Climb & rappel: \$54 for 2.5 hrs.</p> <p>Scenic chair lift: \$14 adult / \$9 child / \$39 family</p> <p>Laser games: \$24 per hr. / \$59 family per hr.</p> <p>Geocaching: \$24 for 2 hrs. / \$9 gaps rental</p> <p>Disc golf: \$9 for 9 holes / \$19 for 18 holes & lift pass</p> <p>Disc golf rental: \$5</p> <p>Guided hike: \$24 for 2 hrs. / \$39 half day</p> |
| Season of Operation | Open All Seasons | All seasons |
| Alpine slide | Yes | Yes |

| | Action Park | Gatlinburg Mountain Coaster | Heritage Square |
|-----------------------------------|---|--|--|
| Location | Vernon, NJ | Gatlinburg, TN | Golden, CO |
| Distance from Explore Park | 453 miles | 265 miles | 1550 miles |
| Mountain Size | 1,490 feet tall | | |
| Mountain Activities | Alpine Mountain Coaster, Suspension Cable Ride, Mini Golf, Zip Lines, Bike Park, Gondola Ride, Water park | Mountain Coaster | Alpine Slide, Zip Line, Go Karts, Amusement Rides, Mini Golf, Bumper Boats, Paddle Boats, Arcade |
| Costs | <p>Alpine Coaster: \$5 single ride / \$8 double ride</p> <p>Mini Golf: \$7 / \$2 for park guests</p> | <p>Mountain Coaster (1 rider): \$14.32</p> <p>Mountain Coaster (2 riders): \$24.16</p> <p>Mountain Coaster (child): \$7.16</p> <p>Mountain Coaster (parent/child combo): \$21.48</p> | <p>Alpine Slide: \$8 adult / \$5 under 6 years old</p> <p>Unlimited fun pass: \$23 wkday / \$25 wkend</p> <p>Fun pass plus 1 zip line: \$28 wkday / \$32 wkend</p> <p>Fun pass plus unlimited zip: \$35 wkday / \$40 wkend</p> |
| Season of Operation | All Seasons | All Seasons | Closed during Winter |
| Alpine slide | Yes | Yes | Yes |



3.6.3 EXPLORE PARK LODGING SUMMARY

The study team also completed information and comparatives about the lodging industry in comparison to what Explore Park offers. Following is an analysis of that study.

- Of the ten lodges benchmarked, five offer on-site adventure recreation.
- Lodge capacity varies greatly with the number of rental options ranging from 2-331 rooms. The average number of rooms of all lodges studied is 65.
- Lodging options include hotel rooms, hotel suites, single room cabins, multi-bedroom lodges, and giant lodges for large groups.
- Costs of rooms vary from weekday to weekend, and from season to season.
- Summer and fall month rates are the highest.
- With so many options on amenities and square footage, there is also a great range in the cost of the rentals, anywhere between \$49 (efficiency cabin) - \$1,600 (sleeps 22) per night.
- Hotel room and suite rentals have on-site restaurants available. Independent lodges typically have fully equipped kitchens located within the units.
- There is no norm on the lodges benchmarked. There is great diversity when considering comparable data related to capacity, type, amenities, cost, quality, and luxury.

| | Primland | Mountain Lake Lodge |
|-----------------------------------|--|--|
| Location | Meadows of Dan, VA | Pembroke, VA |
| Distance from Explore Park | 70 miles | 65 miles |
| Rooms | 63 | 56 |
| Room pricing | \$295 - \$1,890 | N/A |
| Amenities | Spa, Yoga, Fitness Center, Golf Course, Tennis, Biking, Rifle & Bow Shooting, Fishing, Disc Golf, Hunting, ATV Trail Riding, Geocaching, Observatory | N/A |
| Restaurants | Restaurant, pub, saloon, fine dining, private dining | Yes, two choices |
| Adventure Recreation | Yes | Yes |
| | James River House | Douthat State Park Cabins |
| Location | Buchanan, VA | Millboro, VA |
| Distance from Explore Park | 26 miles | 51 miles |
| Rooms | 5 | 35 |
| Room pricing | \$265 (up to 10 ppl), \$10/addl guest, \$200 deposit | \$62-\$434/night, \$374-\$2,599/week |
| Amenities | N/A | Full Kitchen, Washer, Dryer, Gas Grill, Screened Porches, Boat Launch |
| Restaurants | None on site, some close by | Yes, seasonal |
| Adventure Recreation | No | No |
| | Camp Bethel | Eagle Landing |
| Location | Fincastle, VA | Newcastle, VA |
| Distance from Explore Park | 21 miles | 26 miles |
| Rooms | 2 lodges, 11 cabins | 3 lodges |
| Room pricing | \$45-\$700 | N/A |
| Amenities | Conference Room, Meeting Room, Gym, Swimming Pool, Dining Hall, Climbing Wall, High Ropes Course | Zip Line, Climbing Wall, High Ropes Course, Sauna, Pond, Gazebo, Outdoor Pavilion, Hiking Trails, Horseshoes, Volleyball Court |
| Restaurants | N/A | N/A |
| Adventure Recreation | Yes | Yes |
| | Adventures on the Gorge | Hotel Roanoke |
| Location | Lansing, WV | Roanoke, VA |
| Distance from Explore Park | 138 miles | 9 miles |
| Rooms | 97 | 331 |
| Room pricing | \$49-\$459 | \$189-\$420 |
| Amenities | Hiking Trails, Biking Trails, Spa, Billiards, Sand Volleyball, Disc Golf, Corn Hole, Tetherball, Concierge, Wi-Fi, 2 Stores for Shopping | Business Center, Meeting Rooms, Notary, Office Rental, Video Conferencing, Concierge, Laundry, Valet Service, Lounge, Gift Shop, Convenience Store, Fitness Room, Swimming Pool, Billiards |
| Restaurants | Yes, 5 options | 2 choices, open 7 days/week |
| Adventure Recreation | Yes | No |
| | Hotel Floyd | Boxtree & Braeloch |
| Location | Floyd, VA | Vinton, VA |
| Distance from Explore Park | 47 miles | 2 miles |
| Rooms | 40 | 2 cabins |
| Room pricing | \$89.99-\$229.99 | \$450/3 days, \$750/week |
| Amenities | Flat Screen TV, Wi-Fi, 33, Refrigerator, Microwave, Coffee Maker, Nearby Country Store, Nearby Winery, Nearby Canoe & Kayak Rentals | Kitchen, Full Bathroom |
| Restaurants | No, within walking distance | No |
| Adventure Recreation | No | No |



3.6.4 EXPLORE PARK ADVENTURE RECREATION SUMMARY

A zip line (or zip wire, aerial runway, aerial rope slide, death slide, flying fox, or foefie slide (in South Africa)) consists of a pulley suspended on a cable, usually made of stainless steel, mounted on a slope. It is designed to enable a user propelled by gravity to travel from the top to the bottom of the inclined cable by holding on to, or attaching to, the freely moving pulley. Zip lines come in many forms, most often used as a means of entertainment. They may be short and low, intended for child's play and found on some playgrounds. Longer and higher rides are often used as a means of accessing remote areas, such as a rainforest canopy. Zip line tours are becoming popular vacation activities, found at outdoor adventure camps or upscale resorts, where they may be an element on a larger challenge or ropes course. The jungles of Costa Rica, Florida, Puerto Vallarta, and Nicaragua are popular destinations for zip line enthusiasts.

- Adventure recreation activities available in the Roanoke area include: caving, rock climbing and rappelling, hunting, shooting, mountain biking, hiking, off road vehicles, horseback riding, and various water sports (motorized and human powered).
- Zip lines and aerial adventure courses vary in difficulty levels from beginner all the way up to expert, and even include zip line instructor courses.
- Zip lines are typically operational during spring, summer, and fall, but some are open for all seasons.
- Course duration can range anywhere from 2 hours to camps lasting up to 3 weeks. A typical adventure course takes the participant a half-day (3-4 hours).
- Cost of adventure courses for adults range from \$45-\$109, with the average costing \$72 for a half day course.
- Cost of adventure courses for children range from \$25-\$40, with the average costing \$34 for a half day course.
- Included in the benchmark are 2 recreation parks outside the 100 miles radius of Explore Park; Go Ape!, because it is a chain company, and Adventures on the Gorge, because it is rated a top ten zip line by Time Magazine and includes many other forms of adventure recreation and lodging.
- Adventure camps are available to kids ages 10-17, which include zip lines, rock climbing and rappelling, canoeing, mountain biking, and rafting.
- Adventure camps range from 1-3 weeks, and cost from \$945-\$2,750 per child.
- Many adventure recreation locations provide lodging as well, and offer a discount to guests staying at the lodge.
- Water sports include; kayaking, canoeing, stand-up paddle boarding, whitewater rafting, wave runners, tubing, fishing, and pontoon boat rentals.
- Water craft rentals can range from 1 hour to 7 days, and cost vary from \$12.50 (kayak 1 hour) to \$1,130 (7 day wave runner).
- Hunting and sport shooting activities are between 1 hour and a half-day. Costs are from \$90-\$150 per participant. Hunting rentals are from \$299-\$389 per hunter.

| Name | Primland | Roanoke Mountain Adventures |
|-----------------------------------|--|---|
| Location | Meadows of Dan, VA | Roanoke, VA |
| Distance from Explore Park | 70 miles | 9 miles |
| Recreational Activities | RTV Riding, Fly Fishing, Pond Fishing, Bike Riding, Horseback Riding, Geocaching, Observatory, Kayaking, Nature Hikes, Tree Climbing, Disc Golf, Shooting Sports | Bike, Kayak, Paddleboard, Tube |
| Cost of Activities | RTV rental: \$180/2.5 hrs. Fly fishing: \$40/angler, \$180-\$340 with guide Pond fishing equipment: \$25/angler Pond fishing: \$60/angler, \$20/fish kept, \$60/hr. guide Biking: \$40/2 hrs., \$70 full day Horseback riding: \$90/hr., \$130/2 hrs. Horse-pulled wagon \$300/2 hrs. Geocaching: \$50 half day Observatory: \$35-\$75/person Kayak: \$130/person, \$160/2 people Nature hikes: \$60/hr. Tree climbing: \$175/person Disc golf: free for guests, \$10/non guest, \$15 rental | Hard trail biking (half day): \$25 adult / \$20 youth Hard trail biking (full day): \$35 adult / \$25 youth Full suspension bike (half day): \$30 adult / \$25 youth Full suspension bike (full day): \$40 adult / \$30 youth Adult road bike: \$30 half day / \$40 full day Paddleboard rental: \$40 half day / \$55 full day Kayak rental (half day): \$25 single / \$35 tandem Kayak rental (full day): \$35 single / \$45 tandem Tube rental: \$15 half day / \$20 full day |
| Season of Operation | Certain activities available all seasons | Spring, Summer, Fall |

| Name | Bridgewater Marina | Wilderness Adventure @ Eagle Landing |
|-----------------------------------|---|---|
| Location | Huddleston, VA (plus 2 more locations) | New Castle, Va |
| Distance from Explore Park | 30 miles | 34 miles |
| Recreational Activities | Pontoon, Waverunner, Kayak, Tube, Paddleboard | Outdoor Adventure Camps - Zip Lines, Rock Climbing, Rappelling, Canoeing, Kayaking, Mountain Biking, Whitewater Rafting |
| Cost of Activities | Paddleboat/canoe/kayak: \$12.50/hr., \$35/4 hrs., \$50/8 hrs. Paddleboard: \$15/hr., \$45/2 hrs., \$60/8 hrs. Pontoon: \$100/2 hr., \$140/4 hrs., \$200/8 hrs., \$250/24 hrs. Pontoon: \$320/2 days, \$430/3 days, \$540/4 days, \$665/5 days, \$720/6 days, \$820/wk. Runabouts: \$185/2 hrs., \$235/4 hrs., \$295/8 hrs., \$350/24 hrs. Pontoon: \$480/2 days, \$610/3 days, \$740/4 days, \$870/5 days, \$1,000/6 days, \$1,130/wk. Tubes/kneeboards/wakeboards/skis: \$25/8 hrs., \$40/2 days, \$65/3 days, \$80/4 days, \$95/5 days, \$110/6 days, \$125/wk. | Adventure Camps: \$895-\$945/wk., \$1,835/2 wks., \$2,750/3 wks. |
| Season of Operation | Memorial Day through Labor Day | Spring, Summer, Fall |



| Name | Adventure Park @ Sandy River Retreat | Wild Guyde Adventures |
|-----------------------------------|--|--|
| Location | Rice, VA | Harrisonburg, VA |
| Distance from Explore Park | 102 miles | 113 miles |
| Recreational Activities | Zip Lines, Canoes, Kayaks | Rock Climbing, Rappelling, Caving, Canoeing |
| Cost of Activities | Zip lines (3 hrs.): \$50 adult / \$40 youth Kayak: \$25 solo / \$35 tandem Double canoe: \$30 Guided canoe or kayak trip: \$50 additional | Rock climbing & rappelling (half day): \$125-\$150 Rock climbing & rappelling (full day): \$150-\$225 Top Rope Certifications: \$375 course / \$100 exam Canoeing \$125 half day / \$160 full day Caving: \$125 half day |
| Season of Operation | March-November | May through August |

| Name | Mountain Lake Lodge | Adventures on the Gorge |
|-----------------------------------|---|---|
| Location | Pembroke, VA | Lansing, WV |
| Distance from Explore Park | 65 miles | 138 miles |
| Recreational Activities | Aerial Adventure Course - Sky Bridges, Standing Swings, Rope Bridges, Zip Lines | Zip Line & Aerial Adventure Course, Whitewater Rafting, Learn to Adventure, Lake Adventures, Climbing & Rappelling, Fishing, Paintball, Mountain Biking, Kayaking, Stand-up Paddle boarding, Guided Hiking, ATV Tours, Caving, Horseback Riding, Team Building |
| Cost of Activities | Aerial adventure course: \$19.95-\$44.95 Course private guide: \$49.95 | Zip Line & Aerial Adventure Course: \$39-\$109 Whitewater Rafting: \$79-\$429 Adventure Activities with Instructor: \$144-\$415 Pontoon w/ kayak & paddleboard rental: \$109-\$149 Climbing & rappelling: \$59-\$169 Fishing: \$315-\$950 Paintball: \$59-\$79 Mountain biking: \$59-\$79 Kayaking: \$59-\$79, \$249 private instructor Stand-up paddleboard: \$59-\$79 Guided hiking: \$59-\$79 ATV tours: \$345-\$440 Cave tour: \$70 Horseback riding: \$45-\$145 |
| Season of Operation | Open 7 days/week during summer | Certain activities available all seasons |

| Name | Go Ape! |
|-----------------------------------|---|
| Location | Williamsburg, Va |
| Distance from Explore Park | 235 miles |
| Recreational Activities | Treetop Adventure Course - Zip Lines, Tarzan Swings, Rope Ladders, Obstacles / Hiking & Biking Trails |
| Cost of Activities | Treetop adventures: \$57 adult / \$37 teens / \$27 junior |
| Season of Operation | March-December |

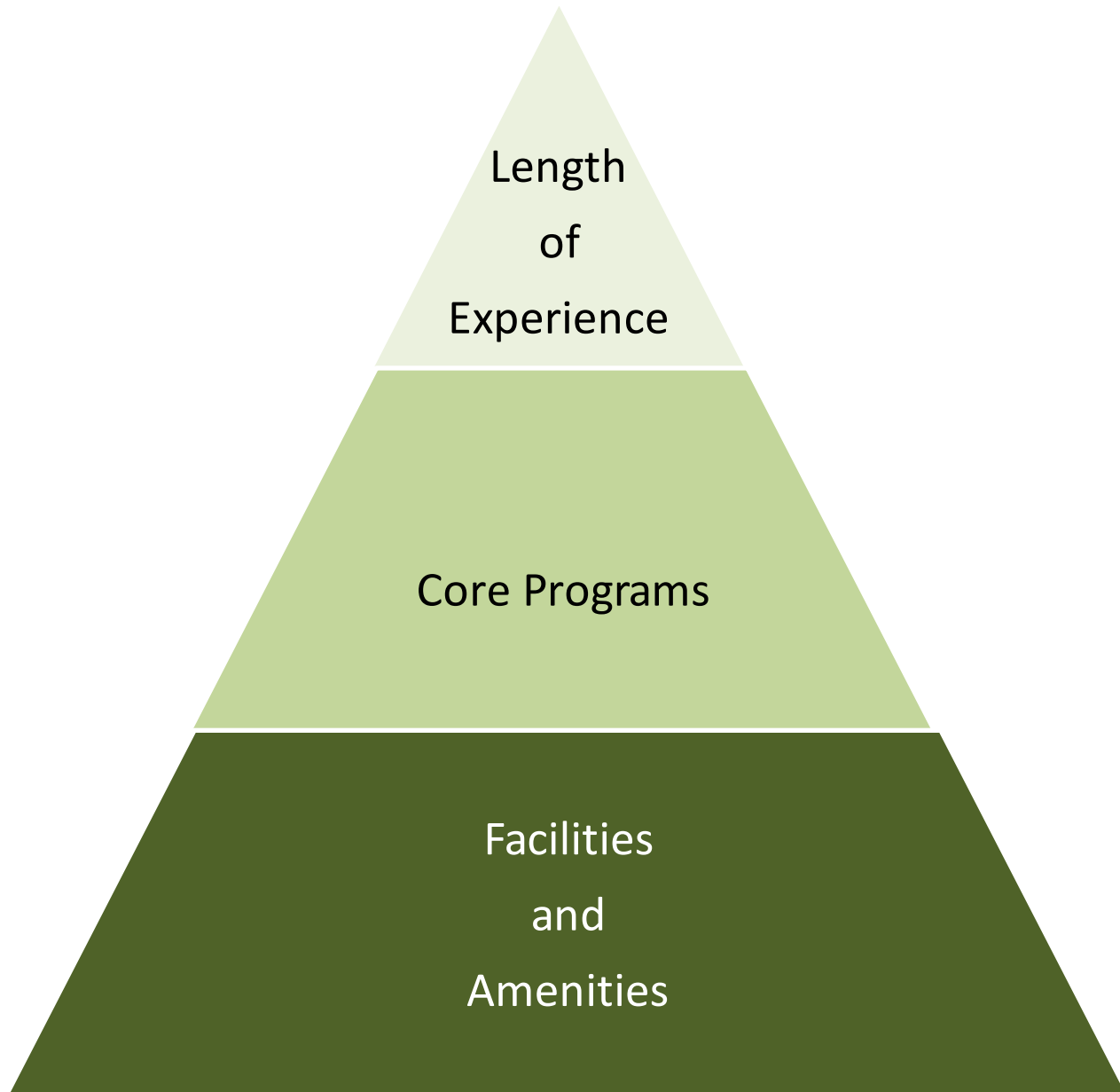




CHAPTER FOUR - THE FORMATION OF A DESTINATION PARK

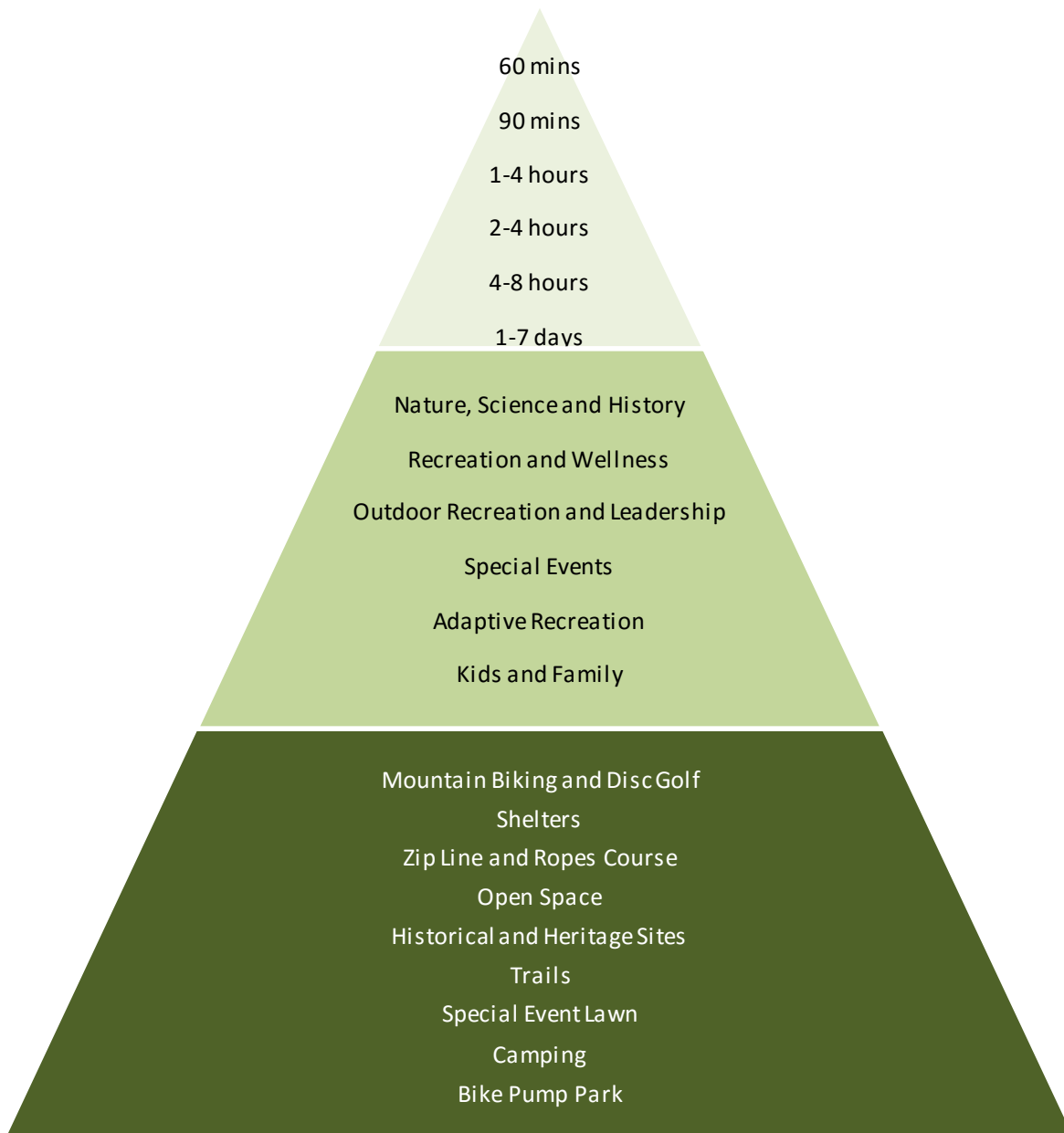
4.1 COMPONENTS OF A DESTINATION PARK

The following components are necessary to ensure a successful destination park. The idea is to retain the visitor for as long as possible through attractive amenities and high quality programs. Core facilities and programs create energy and drive people to participate in activities at the park. The park must have facilities and amenities with wide age segment appeal.



4.2 EXPLORE PARK AS A DESTINATION LOCATION

This pyramid chart demonstrates how important it is to tie length of stay to programs that are connected to recreation amenities in the park.



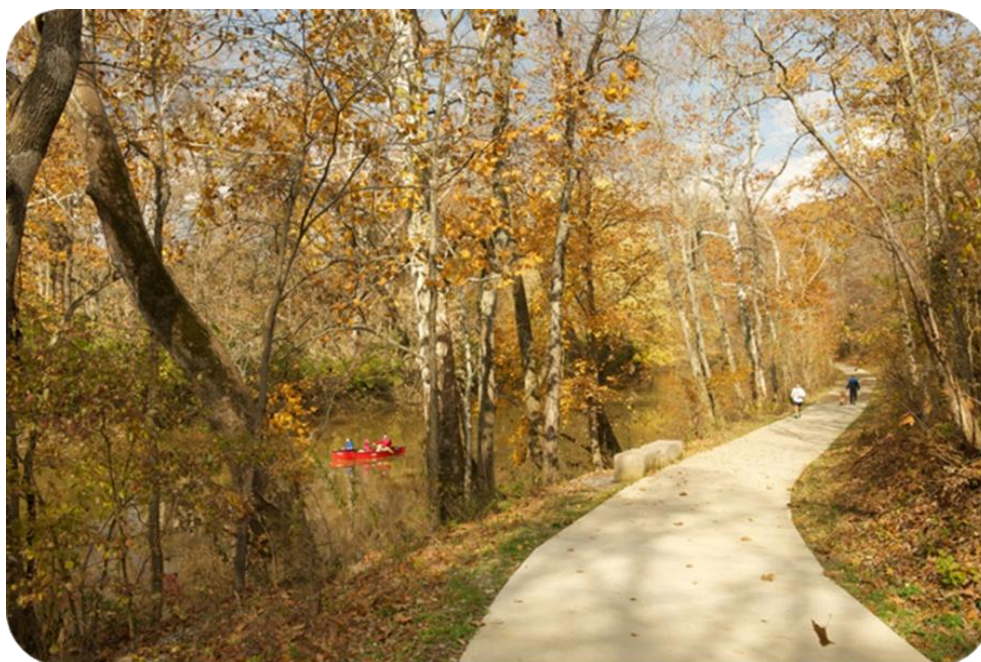


The formation of a **destination park** such as Explore Park must support, at minimum, five experiences for each age segment in a person's recreation life. The reason for this logic is similar to the popularity of destination shopping experiences at the local mall. The greater the number of choices for the consumer to choose from, the greater the opportunity to sell product. The age segments in a person's life are as follows:

- 2-5 year olds, 6-8 year olds, 9-12 year olds, 13-15 year olds, 16-18 year olds, 19-30 year olds, 31-45 year olds, 46-60 year olds, 61-70 year olds, 71-75 year olds, 76 and older.

The following amenities and supporting programs are recommended. They represent the critical elements that enhance at least five experiences per age segment in the park

| EXPLORE PARK: DESTINATION LOCATION | | | | | | | | | | | | |
|------------------------------------|----------------------|--------------|---------|----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|---------|
| AGE SEGMENT APPEAL | | AGE SEGMENTS | | | | | | | | | | |
| FACILITIES AND AMENITIES | Length of Experience | 2-5 yrs | 6-8 yrs | 9-12 yrs | 13-15 yrs | 16-18 yrs | 19-30 yrs | 31-45 yrs | 46-60 yrs | 61-70 yrs | 71-75 yrs | 76+ yrs |
| TRAILS | 2-8 hours | * | * | * | * | * | * | * | * | * | * | * |
| SHELTERS | 2-4 hours | | | | | | * | * | * | * | * | * |
| ZIP LINE | 1-4 hours | | | * | * | * | * | * | * | * | * | * |
| HERITAGE AND HISTORICAL SITES | 1-2 hours | | * | * | * | * | * | * | * | * | * | * |
| OPEN SPACE | 1 hour | * | * | * | * | * | * | * | * | * | * | * |
| BIKE PUMP PARK | 2-8 hours | | * | * | * | * | * | * | * | * | * | * |
| ROPES COURSE | 2-8 hours | | | * | * | * | * | * | * | * | * | * |
| CAMPING | 1-7 Days | * | * | * | * | * | * | * | * | * | * | * |
| SPECIAL EVENT AREA | 2-4 hours | * | * | * | * | * | * | * | * | * | * | * |
| CORE PROGRAMS | Length of Experience | 2-5 yrs | 6-8 yrs | 9-12 yrs | 13-15 yrs | 16-18 yrs | 19-30 yrs | 31-45 yrs | 46-60 yrs | 61-70 yrs | 71-75 yrs | 76+ yrs |
| NATURE, SCIENCE and HISTORY | 1-2 hours | * | * | * | * | * | * | * | * | * | * | * |
| RECREATION AND WELLNESS | 1-2 hours | | * | * | * | * | * | * | * | * | * | * |
| OUTDOOR RECREATION and LEADERSHIP | 1-2 hours | | * | * | * | * | * | * | * | * | * | * |
| SPECIAL EVENTS | 2-8 hours | * | * | * | * | * | * | * | * | * | * | * |
| ADAPTIVE RECREATION | 1 hour | | * | * | * | * | * | * | * | * | * | * |
| KIDS n FAMILY | 1-4 hours | * | * | * | * | * | * | * | * | * | * | * |



CHAPTER FIVE - PROGRAMS AND SERVICES RECOMMENDATIONS

The consulting team formulated recommended core programs and services for Explore Park based upon the following criteria and elements:

- Industry best practices and emerging trends.
- Natural resources present at the site.
- Initial phase development plans.

These core programs and services are organized into the three major categories - Natural Science and History, Recreation and Wellness, and Outdoor Leadership. These programs are designed to achieve the following for Explore Park:

- Increase the public engagement and appeal of Explore Park to existing users.
- Improve the appeal of Explore Park to new users.
- Create new and reliable sources of earned revenues.

The following sections provide important points of consideration when implementing the three major categories of core programs and services.

5.1 PROGRAM PLAN

5.1.1 NATURAL SCIENCE AND HISTORY PROGRAMS AND SERVICES

Develop new programs that feature themes of natural science and history. Many of these suggestions are types of programs that are envisioned at Explore Park. Examples of programs include, but are not limited to:

- Programs that educate people about wildlife in the park.
- Astronomy programs and presentations.
- Guided and unguided interpretive nature walks at Explore Park. Seasonal themes can help these programs stay “fresh” year-round.
- Seasonal bird watching and wildlife viewing - construction of viewing areas around “blinds” that can be used during different seasons to view different birds and wildlife. Establish and market eco-tourism programs to birders.
- Stewardship workshops - provide single and multi-day workshops designed for individuals or families that focus on techniques for resource stewardship.
- Skill builder workshops that focus on bird, wildlife, or plant identification; and historic lifestyle skills.
- School and youth programs aligned to either state education requirements or merit requirements that focus on natural sciences, conservation, and historic and cultural studies.

5.1.2 RECREATION AND WELLNESS PROGRAMS AND SERVICES

Develop programs that feature recreation and wellness themes, including healthy lifestyles in the outdoors. Examples of programs include, but are not limited to:

- Guided and unguided fitness walks and runs on Explore Park trails.
- Fitness guides for Explore Park trails that feature distance and speed = calories burned, scaled workouts via hiking and trail running, and suggested hiking training tips.
- Adventure races or race series: trail running, mountain biking, or multi-sport.



- Outdoor health challenges that features unguided opportunities for visitors to earn “miles” toward discounts at future park visits or prizes supported by private sector sponsors.
- Scavenger hunts associated with Explore Park trails with prizes available upon completion.
- Skill builder workshops - these can be single or multi-day events that are focused on acquiring and/or mastering new skills in the outdoors. Examples include mountain biking, backpacking, backcountry camping, wilderness survival, orienteering, outdoor cooking, etc.
- Adventure sport festivals and expositions that combine competitive outdoor recreation activities, vendors, and music/entertainment.

5.1.3 OUTDOOR LEADERSHIP PROGRAMS AND SERVICES

Develop programs that feature outdoor leadership themes. Examples of programs include, but are not limited to:

- Youth leadership programs - single and multi-day experiential learning programs designed for older youth that utilize the outdoor leadership course and focuses on leadership, participation, and problem solving in natural resource scarcity and conservation issues.
- Outdoor summer camps in adventure recreation.
- Outdoor skill development programs in archery, hunting, hiking, camping, fishing, and kayaking.
- Adult leadership programs - single and multi-day experiential learning programs designed for adults that utilize the outdoor leadership course and focuses on leadership, participation, and problem solving in natural resource scarcity and conservation issues.
- Outdoor art programs on site using natural elements.

5.1.4 YEAR-ROUND PROGRAM PLAN

In order to strengthen existing user markets and build new ones, the following key strategies are recommended for core programs and services. The recommendations that follow are provided as a framework through which Explore Park can organize and expand its programs and services that target specific user groups. The programs serving the target users market segments recommended in this framework need to reflect the core areas of focus identified previously - Natural Science and History, Recreation and Wellness, and Outdoor Leadership.

ACTIVE SENIORS PROGRAM PLAN

This program plan is designed specifically for senior adults over the age of 55. The following recommendations are a targeted framework for developing and delivering programs for active seniors at Explore Park.

- Establish a plan to develop and facilitate programs and services that meet the current and emerging needs of active seniors including, but not limited, to wildlife viewing, fishing, health and wellness, and low-intensity action sports.
- Identify key media outlets to promote and market programs and services uniquely designed for seniors (i.e., magazines, websites, etc.).
- Establish working partnerships with organizations and associations that have membership that is primarily focused around retirees and seniors and shares common values with Explore Park to provide programs and services aligned with the unique criteria and focus of each organization.
- Plan programs serving active retirees and seniors a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.
- Campground programs for seniors who camp on site.

YOUTH SERVICES PARTNERSHIP PLAN

The youth services partnership plan is rooted in establishing relationships with key organizations serving youth in the primary and secondary service markets that create a captive and reliable market for Explore Park programs and services. The following recommendations are a targeted framework for developing and delivering programs for youth service organizations.

- Establish working partnerships with youth service organizations such as Girl Scouts, Boy Scouts, Campfire Boys and Girls for consistent programs in merit advancement, etc.
- Establish working partnerships with schools to provide programs and services that are aligned with state education standards and evaluation criteria in science, math, reading, writing, and social studies.
- Establish working partnerships with general youth groups that share common values with Explore Park to provide programs and services that are aligned with the unique criteria and focus of each organization.
- Plan programs serving youth service organizations a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.

FAMILY PROGRAM PLAN

The family program plan is designed to create experiences that encourage families to participate in programs and services at Explore Park. This is specifically designed to increase programs targeted towards family recreation services to increase families participating together. The following recommendations are a targeted framework for developing and delivering programs.

- Establish a program plan to develop and facilitate programs and services that meet the current and emerging needs of families including, but not limited to wildlife viewing, hiking, mountain biking, camping, health and wellness, and action adventure sports.
- Identify key media outlets to promote and market programs and services uniquely designed for families provided at Explore Park (i.e., magazines, websites, and social media etc.).
- Additional kid-focused attractions such as an interpretive or nature based playground should be considered as part of the Initial Plan Development.
- Develop official adventure/extreme sport venues including mountain biking skill course and climbing tower positioned in appropriate, but strategic locations at the park.
- Plan programs serving families a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.
- Family outdoor learning in camping, fishing, kayaking, mountain biking, hiking.

ADAPTIVE SPORTS PROGRAM PLAN

The goal of the adaptive sports program plan is to create experiences and opportunities that engage people with disabilities to participate in programs and services at Explore Park. The following recommendations are a targeted framework for developing and delivering programs for people with disabilities and special needs.

- Establish a program plan to develop and facilitate adaptive programs and services that meet the current and emerging needs of people with disabilities including, but not limited to wildlife viewing, health and wellness, camping, trail sports, and low-intensity action sports.
- Identify key media outlets to promote and market programs and services provided at Explore Park uniquely designed for people with disabilities (i.e., magazines, websites, etc.).



- Establish working partnerships with organizations and associations that have a membership that is primarily focused around people with disabilities and that share common values with Explore Park to provide programs and services that are aligned with the unique criteria and focus of each organization.
- Identify key partnership opportunities to leverage private sector funding support of the costs of services of providing programs to people with disabilities.
- Plan programs serving people with disabilities a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.

SPECIAL EVENTS

It is important to utilize special events and competitions at Explore Park to re-vitalize the position of the park in the local communities, re-energize the park for users, and re-introduce the park among its regional and national peers. The following recommendations are a targeted framework for developing and delivering special events.

- Create at least one event per year that centers on the heritage of the park and the significance of the natural resources of the site.
- Create at least one event per year that celebrates the amenities associated with the park (i.e. 25th or 50th anniversary celebration, “Creature Fest”, trail sport expo, star party celebration, etc.).
- Create at least one event per year that centers on art, entertainment, and music
- Create at least one event per year that is a cause-related event (i.e. fundraiser, health initiatives, cancer research, etc.).
- Develop one signature event at Explore Park that will be held annually.
- Plan all programs a minimum of six months in advance of their intended facilitation in order to allow time for sufficient marketing and promotion.

5.2 MARKETING PLAN

It is important for Explore Park to develop a working marketing plan for staff to follow that allows the Public Relations/Marketing staff to work with other divisions within the park to enhance revenue operations, increase visitation, and improve awareness, value and image of the park to the community.

5.2.1 STRENGTHEN EXPLORE PARK'S BRAND

Explore Park's brand will focus on five areas of value the community sees as important to living in Roanoke. These include:

- **Focusing on Green** - As a management philosophy for Roanoke County and staff is to demonstrate their sustainable efforts in the design and management of Explore Park's amenities, recreation facilities and programs.
- **Health and Wellness-Trails** - Programs at Explore Park will demonstrate opportunities for users to value these resources for the health and wellness benefits they provide to the community through effective design and program management.
- **Destination and Quality Experiences** - Explore Park's staff will create programs and services that benefit the user's experience to create a lasting impression. Users should perceive the Park as memorable place to visit with a welcoming staff that truly understands how to meet the recreational needs of visitors.

- **Economic Development** - Explore Park will create vibrant park and recreation spaces and programs for people of all ages to enjoy that will create more Business Development for Roanoke County due to the increased desire to live, work, and play in Roanoke.
- **Community Connectivity** - Trails, programs and special events will be created to connect residents through trail accessibility, promote health and wellness and develop special events that create strong memories through a sense of place, tradition and a true community vibe.

5.2.2 DEVELOP AN EFFECTIVE DATA COLLECTION SYSTEM OF USERS AND PROFILE INFORMATION FOR EXPLORE PARK:

Staff will collect point of sale data on users of the services when people use Explore Park.

- Core Outdoor Recreation Program Users.
- Campground Users.
- Alpine Users.
- Zip line Users.
- Picnic Shelter Users.
- Special Event Users.

Data will be collected by zip codes. Data will include participant demographics, age, and will be GEO Coded as follows:

- Home location.
- Distance traveled for a service or for the attraction.
- Frequency of participation.
- Average spend per visit.

5.2.3 ADVANCE THE USE OF TECHNOLOGY ON MARKETING AND PROMOTIONS OF KEY PROGRAMS AND EXPLORE PARK AS AN ATTRACTION:

Technology Information to be created from the use of various sources to include the following:

- Point of sale information from entrance fees and program fees.
- Centralized Reservation System for programs, events and amenities.
- Interactive interpretive trail using smart phone technology for a repeatable learning experience.
- Intercept Survey Management of users and non-users of the park.

5.2.4 EXPAND CUSTOMER TRAINING AND FOCUS OF STAFF AND VOLUNTEERS ON SELLING THE VALUE OF EXPLORE PARK TO CITIZENS AND USERS

Customer Service Training and Philosophy will focus on the basics of customer service for full-time staff, part-time staff and volunteers. Additional training will be developed based on direct business planning unit requests to the Business Development Staff within the Agency. Customer satisfaction levels will be tracked in all business units, reported to the Business Development Staff for assessment and training will be determined based on the results. All part-time and seasonal staff will view a customer training video as part of their training and it will be put into practice at their respective program sites. Customer services standards will be developed for all park and recreation attractions in the park and for core program areas and evaluation forms will evaluate how well those standards were met.

The goal will be to obtain 90% or greater in customer satisfaction levels at all attractions and in all programs through effective implementation and training of customer service standards. The Marketing



and Communication Staff will track and manage the customer satisfaction levels and report results by attraction and core program area how well Explore Park is performing against those standards. Staff will implement user post evaluations, focus groups, trailer calls, on-site surveys, customer service app available for users to download, and mystery shoppers to determine the customer service levels and standards met that are in place and what level of training is needed for improvement. Customer service training will be conducted prior to each program season for all full-time staff, part-time staff and volunteers working with users and visitors.

- SurveyMonkey, or other online survey provider, for gaining information from users based on their experience.
- Social Media.
- Explore Park purchased online advertising.
- Customer service app to track experiences as they happen.

5.2.5 SUPPORT AND PROMOTE PROGRAMS THAT GENERATE INTEREST IN EXPLORE PARK

Strategies and program themes for each program area will come from the Recreation Program Staff and the Marketing/Communications Staff working together. Some program theme examples are listed below:

- Wellness and Fitness month at Explore Park.
- Anniversaries of key amenities, facilities developed in the park.
- Develop one signature event at Explore Park to be held annually.
- Parks and Recreation Month in Roanoke.
- Celebration of the Great Outdoors.
- Camping for all ages.
- Trail use and events to promote wellness and nature education.
- Winter activities that promote celebrating Explore Park key winter attractions.
- Women in the Outdoors.
- Families Love Explore Park Days.
- Kids Love Explore Park Days.
- Customer Appreciation Days.
- It's in our "Nature" Programs.

These programs and or special events will be developed a year in advance to build a strong strategy for encouraging the media to participate in the event and gaining sponsors for the event to help support the operational costs. The goal is to get people and youth out into the parks and to build awareness of the recreation opportunities available to them at Explore Park.

5.2.6 INCREASE VISITATION TO EXPLORE PARK

To increase visitation to all Explore Park programs and attractions the Marketing/Public Relations Staff with the program staff will develop a yearly marketing and program plan for the park and the key attractions that is targeted to all age segments. The visitation goal is to increase participation by 25% from 2016 through 2020 for the park. The goal is to energize the community to appreciate and value what Explore Park provides to them in a quality park, key attractions, programs and services and how that translates into support for gaining more private investment to help to build the park. The Marketing and Program Plan will include establishing the following programs or events in 2016-17:

- The park will conduct one signature special event at Explore Park annually.

- Each attraction in the park will have at least one special event a month while they are open.
- Each attraction in the park will incorporate television, newspaper and or web-site promotions to attract visitors to the site. These promotions will incorporate partners who can help provide entertainment, event support, programs, and or volunteers to help put on the special events. The goal will be to focus on one of the key attractions or amenities in the park and build a theme to drive energy and people to the site.
- The park will incorporate a series of programs that are active or self-directed to celebrate the natural areas in the park, how to use the park and amenities such as trails, picnic areas, river, campgrounds, playgrounds, special use facilities, attractions through recreation skill development classes, workshops, clinics, and events.
- Each event will have a team of staff and volunteers coordinating the event within park and with an established event director that can be paid or volunteer.
- Each event will have an established budget to work within to achieve the outcomes desired.
- The park staff will set up a measureable process to track and evaluate park usage by age segment.
- The park will incorporate volunteers to gauge participation levels and usage through on-site face to face intercept surveys, visitor's access stations and trail monitors. They will report out weekly participation rates for the park during the off-season and peak seasons. Maps and cross promotions of other parks and the parkway in the region will be provided to participants and verbal encouragement to visit other parks or attractions in the region and how to access them will be provided by the volunteers.

5.2.7 IMPLEMENT AN EFFECTIVE COMMUNICATIONS PLAN

The Marketing Staff will develop an annual communication plan that seeks to strengthen Explore Park's brand in the community, increase participation in programs, services and attractions, optimize revenue opportunities, and make a positive impact on the Roanoke County community. The challenge is to produce a consistent brand message at each customer touch point using one brand and one voice, to communicate multiple messages. The solution is a strategic process known as the Integrated Marketing Communications Plan.

The Integrated Marketing Communications Plan serves as a comprehensive source of information regarding best ways to reach targeted audiences utilizing available resources. It establishes parameters, guidelines, and policies for promotional decision making. It is designed to build efficiencies within Roanoke County.

Given the variety of communication vehicles available, a combination of tools have been chosen based on their cost-effective ability to achieve the marketing plan objectives. Staff will use the communication plan as a guide to develop an understanding of each of the tools, which to use, and the process for successful utilization. This effectively enables everyone in the organization to become a marketer for Explore Park.

Information for the communication plan needs to be collected and updated regularly. This strategy will include the following:

- Capture, Analyze and Report - Use information from the business plan to evaluate performance of marketing activities and calculate return on investment of time and money.
- Refine revenue and participation data. Were the objectives and outcomes achieved? Discuss what worked and what didn't relative to program, price, place, and promotions.
- Define marketing objectives based on cost recovery goals for the park.



- Use the media plan to refine or define resource and budget allocation.
- Submit marketing recommendations for future planning and tie to the recommendations in the business plan.
- Use the communications plan as guide for reaching target audiences utilizing available resources.
- Submit marketing requests by specific date for review and approval of the Executive Director.
- Use the core service model from the recommended pricing policy in the business plan to cross-reference activity reports.
- Develop a promotions plan with marketing requests information.
- Submit the promotions plan to the Director for quantity, cost, and scheduling information.
- Cross promote with other web-sites in the area to include the Mill Mountain Zoo, historic sites, universities, chamber of commerce, visitors bureau, state parks, NPS, and Roanoke City park's system by developing linkages to their sites and their sites linking to Explore Park's web site.

5.2.8 PRESENT PLAN TO STAFF FOR FINALIZATION OF THE MISSION AND HOW TO GET THERE

The Mission of the Explore Park's Marketing/Public Relations Division needs to be "To create strong awareness for the value of Explore Park to people of all ages in the region and to encourage citizens of Roanoke County to experience their Explore Park through effective communication, market research, effective programs and attractions that create memorable experiences."

5.2.9 MARKETING GOALS FOR EACH CORE BUSINESS OF EXPLORE PARK

- Strengthen Explore Park's brand and awareness.
- Develop and execute collaborative countywide marketing programs.
- Educate Roanoke County and staff on the value of marketing and the return on investment from the programs provided and the attractions used in the park.
- Advance the use of technology on marketing products and services for staff to make better decisions.
- Expand customer service training to encourage more frequent repeat visits to Explore Park.
- Promote future meeting and hospitality spaces in the park.
- Market Explore Park attractions as destinations for the whole family to increase capacity and use that translates into more operational revenue for the park.
- Develop mini marketing and business plans for each attraction in the park.
- Track effective data on customers and communicate with them to encourage repeat visitation.
- Create wider-age segment appeal of users to the park, recreation amenities and programs.

5.2.10 BRAND MESSAGE TO BUILD THE MARKETING PLAN

Example: "Expect the Unexpected in your Explore Park." Use the brand message the staff decided on and includes the following elements where possible:

- Pictures of the key elements in the park.
- Facility attractions within the park.
- Cost friendly benefits spelled out.
- Programs that spell out the benefits users will receive for enrolling in the programs.
- Staff and volunteers skills and experience.
- Special events that create interest in people coming out to the park.

- Music and entertainment that will be available in the park.
- Enhanced maintenance and safety of the park and the recreation attractions in the park.
- Multiple trail typologies including hard surface, soft surface, mountain and equestrian.
- View sheds for taking pictures of family and friends.
- Amenities that demonstrate the park is serving all age segment of users and ethnic groups.
- Exceptional signage on how to get to the park, use and experience the park and the recreation facilities and amenities in the park.
- Scenic walks.
- History of the park in all areas of the park.
- Fishing availability and access for the future.
- Wildlife viewing areas.
- Sporting events that are held in the park such as running events, outdoor adventure competitions.
- Family gathering places.

5.2.11 CUSTOMER SERVICE AND SURVEY MANAGEMENT

The Marketing staff will develop a consistent survey instrument for each of the major attractions in the Park that focuses on the following:

- Who the users are (age segments served)?
- Why do they come to the park for their recreation experience?
- How long do they stay?
- How much do they spend?
- What do they value most about the program, attraction and the experience?
- What would make them stay longer?
- What experience are they looking for that are not available that would encourage them to use the park or attraction more often?
- How they would rate the customer service?
- How they would rate the safety and cleanliness of the park and the attraction?
- How would they rate their experience (park, food, recreation, trails, attraction, program, staffing, safety, etc.)?
- How would they rate the cost they paid and the value they received?
- Would you tell your friends to visit the park or attraction?
- What could the staff do to make their experience more enjoyable?
- What are the available hours from staff or volunteers to do this work, outcomes desired and dollars available to implement and evaluate these surveys?
- Who will be assigned to do the work in the Marketing Division?

Roanoke County is committed to develop a household survey every five years to assess how well staff is performing. Budgeted dollars will be set aside to develop the survey which will be a mail/phone survey. Results will be compared to previous years to determine areas that improved and areas that need to be improved.

5.2.12 OPERATIONAL BUDGET FOR THE MARKETING DEPARTMENT

The Explore Park's marketing budget will be at least 3-5% of the total budget for the park. The following information is a sample of how the Marketing Division would spend their marketing dollars.

The breakout of the marketing budget into hours available needs to be sorted in the following manner:



- Staffing Hours available, Full-time, Part-time, Seasonal, and Volunteer - Budget: \$ _____
- Web-site Management and Analysis - Budget: \$ _____
- Publications - Budget: \$ _____
- Advertising - Budget: \$ _____
- Research and data collection - Budget: \$ _____
- Survey Development - Budget: \$ _____
- Mailing Costs - Budget: \$ _____
- Art Services - Budget: \$ _____
- Signage - Budget: \$ _____
- Contract services-media buyer, research, photographer, promotional items: \$ _____
- Geo-coding needs to be tied in to marketing primary and secondary function on who comes to the park and how far they drive- Establish staff or volunteers dedicated to do this task - Budget: \$ _____
- Welcome Centers near Roanoke - Budget: \$ _____
- Social Media Management - Budget: \$ _____

The marketing staff will seek intern support to help them in their marketing efforts. They will work with the local media outlets to provide information to them on a timely basis. This would include newspapers, Roanoke County magazines, school districts, universities, and social media outlets.

5.2.13 EXPLORE PARK'S DRIVERS

Explore Park drivers are:

- Outdoor adventure recreation.
- Seasonal programs, events and festivals.
- Wildlife watching.
- History and heritage of Explore Park.
- Future park attractions (zip line, trails, viewpoints, campgrounds, picnic facilities, hospitality spaces, visitor center, tavern with dining, lodge, alpine amenity).
- Quality programs and events.
- Family focus park and attractions.
- Quality safe park.
- Family friendly staff.
- A variety of trail types to provide all levels of experiences.
- Safe places to recreate.
- Natural landscape including wildlife, plant life, and river.

5.2.14 ROANOKE COUNTY'S UNIQUE SELLING POINTS

Roanoke's key selling points are:

- Quality of life.
- Unique cultural heritage.
- Great attractions.
- Great weather.
- Great universities.
- Festivals, fairs, events.

- Business friendly community.
- Great community foundations.

5.3 MAINTENANCE STANDARDS

The ultimate objective of maintenance is to provide a facility that is as close to original condition as possible. This objective is difficult to achieve due to normal wear and tear, participation traffic, and environmental conditions. The desire is to accomplish the following: provide safe, clean and attractive facilities; minimize down time of equipment and facilities through preventive maintenance; minimize normal deterioration of facilities; and, renovate, replace facilities before conditions deteriorate. Proposed maintenance standards can be found in the Appendix of the document.



CHAPTER SIX - FINANCIAL MODELS

6.1 OPERATIONS AND FINANCIAL PLAN ASSUMPTIONS

The initial development of the business plan study places a focus on developing a clear set of assumptions. The end product determines the operating costs and revenue streams for each phase of improvement to Explore Park over the first five years. This includes developing operational budgets and pricing strategies for each phase of improvement to best meet the outcomes desired while accounting for market factors.

Schedules summarizing the expenditures and revenues, along with the notes and assumptions set forth, are integral to the analysis and conclusions stated in the financial plan. These notes and assumptions need to be carefully read and considered when reviewing the schedules.

The assumptions in this study assist in the understanding of how the financial plan was developed and the strategies with which Explore Park will be operated. This allows for the revision of assumptions in the future while still maintaining the integrity of the plan by understanding the impact that the changes will have on the operational budget or market capture. The assumptions for the site used in the development of the financial plan are as follows:

6.1.1 PRICING ASSUMPTIONS

- Pricing is outlined for each functional program in the Appendix and summarized within this report document.
- The pricing strategy will remain constant with each phase of improvements. The strategy is based on a medium cost and medium volume. Pricing was determined based on typical market rates and an average level of service.

6.1.2 GENERAL EXPENSE AND REVENUE ASSUMPTIONS

- Expenses are projected to be 100% of anticipated costs beginning in the modeled year “Operating Year 1”. Annual increases of an established percent per year are factored thereafter and based on anticipated expenditure growth for a given year.
- Revenues are projected to be 100% of anticipated revenue capacity beginning in the modeled year “Operating Year 1”, Annual increases of an established percent per year are factored thereafter as based on anticipated revenue growth for a given year.
- Percentage of cost recovery is based on the assumed market participation and value/market based pricing.
- Operating and growth anticipations are based on average increases per expenditure and revenue category; due to the volatility of the health care and energy sectors, higher growth rates were utilized for employee benefits and utilities.
- If a higher or lower percentage of cost recovery is desired, operating expenses and pricing will be analyzed for potential adjustments.
- All projections are based on assumptions and estimates made within the electronic Excel model
- Pro forma assumptions beginning in “Operating Year 1” are based on management and staff performing extensive lead-in/pre-opening marketing, promotions, and programming tailored to the customer base.

6.1.3 STAFFING ASSUMPTIONS

- Explore Park staffing is a direct result of the phased-in approach to improving Explore Park. It is anticipated that the park will be open sunrise to evenings for events year round with defined operating hours for specific elements within the park.
- As the improvements to Explore Park reaches operational and programmatic maturity, additional staff persons will be required.
- Staffing salary/wages are based on information provided by the Explore Park staff.
- Inclusive benefits, charges required for most employees, regardless of employment status (including payroll taxes and fees), are factored as a percentage of total staff salary, excluding any general benefits.

6.1.4 OPERATING/GROWTH INPUT ASSUMPTIONS

- Operating and growth inputs are based on average increases per expenditure and revenue category; due to the volatility of the health care and energy sectors, higher growth rates were utilized.
 - Salaries and Benefit Growth Rate is calculated at 4% annual growth due to the potential volatility of the insurance/pension fund requirements.
 - Supplies Growth Rate is calculated at 3% annual growth due to inflation.
 - Services Growth Rate is calculated at an average of 3% annual growth due to inflation and the potential volatility of the energy sector.
 - Utility cost are estimated to increase by 3% annually.
- Percentage growth rate by budget category is presented on the “Inputs” tab of the electronic Excel model.

6.2 CONCESSION AND FOOD SERVICE STRATEGIES

As Explore Park develops the first three phases, some level of food service needs to be available for park users. It will be important to develop a concession/restaurant facility that can serve both hot and cold food and has the appropriate level of amenities, including restrooms, as part of the concession facility. It is suggested that a concession facility be created that allows for covered outdoor seating for at least 50-75 people. Ideally, the Tavern Restaurant will be privately managed with a percentage of gross going to the County.

The staff will need to consider finding an outside vendor to manage the site who has a reputation in the community for quality food at a reasonable price. Ideally, food service will incorporate operating between 10am to 8pm during the week and 8am to 10pm during the weekend. The site needs to be able to cater food for picnics and special events. Typically, food service concessions in a park similar to Explore Park will pay 8% of the gross sales to Explore Park from the sale of food and drinks.

During the interim, provide food trucks until a concession facility is developed. It is understood that there are many food trucks in Roanoke County capable of serving food in the park with a permit and a percentage of funds going back to the park.

Food served needs to appeal to youth and adults and needs to be healthy and support the image and vision for the park. Creating an outside grill would also be effective during special events and on weekends. Pricing of food must be market rate; otherwise, users of the park will bring food into the park versus buying from the vendor on site.



6.3 PRO FORMA PROJECTIONS

The following pro forma and revenue models reflect the phased-in approach of improvements to the park and reflect the progressive introduction of operating functions.

6.3.1 EXPLORE PARK PRO FORMAS – BEGINNING FISCAL YEAR 2017

Phase one projects revenue and expenditures for Fiscal Years 2017, 2018 and 2019 are based on the enhancement of the current operations of the park. *Programs reflected in the revenue models are successful programs currently offered at Explore Park by County staff.*

PRO FORMA SUMMARY - FISCAL YEAR 2016-17

| Pro Forma Revenues & Expenditures | | | | |
|--|--------------|--------------|--|-------------------------------|
| Explore Park | | | | |
| BASELINE: REVENUES AND EXPENDITURES - Phase 1; Year 1 | | | | |
| SERVICE TITLE | Revenues | Expenditures | Revenues Over (Under) Expenditures | Cost Recovery - Percent |
| Core Revenue | \$200,095.00 | \$204,855.50 | (\$4,760.50) | 98% |
| Total | \$200,095.00 | \$204,855.50 | (\$4,760.50) | 98% |



DETAILED REVENUE MODEL - FISCAL YEAR 2016-17

| Pro Forma Revenues & Expenditures | | | | | |
|--|--|------------|--------------------|--------------|---------------------|
| EXPLORE PARK - REVENUE MODEL - Phase 1; Year 1 | | | | | |
| DIVISION | ACCOUNT TITLE | PRICE | Number of Programs | Participants | REVENUES |
| REVENUES | | | | | |
| Adult Programs | CRBBE Backpacking 101- Paths to Adventure | \$108.00 | 1 | 10 | \$1,080.00 |
| Adult Programs | CRBBA Mountain Biking- Trail Ride Essentials | \$40.00 | 3 | 10 | \$1,200.00 |
| Family Programs | EPBIF Bird ID and Feeders | \$7.00 | 1 | 10 | \$70.00 |
| Family Programs | EPBRD Birding at Explore Park | \$0.00 | 1 | 10 | \$0.00 |
| Family Programs | EPIHTH Explore Park- 12 Months, 12 Hikes | \$4.00 | 12 | 10 | \$480.00 |
| Family Programs | CRSUP Explore Park- Stand Up Paddleboarding (SUP) | \$42.00 | 3 | 10 | \$1,260.00 |
| Family Programs | EPFFT Forest From The Trees Hike | \$4.00 | 1 | 10 | \$40.00 |
| Family Programs | CRMTBI Mountain Biking- Intermediate | \$42.00 | 2 | 5 | \$420.00 |
| Family Programs | EPSCH Succession Hike | \$4.00 | 1 | 10 | \$40.00 |
| Family Programs | EPTLH Twilight Hike | \$4.00 | 1 | 10 | \$40.00 |
| Family Programs | EPWRH Wetlands to Rivers Hike | \$4.00 | 1 | 10 | \$40.00 |
| Camps and Afterschool | EPMBE Explore Park- Mountain Biking Camp (rising grades 6-8) | \$280.00 | 1 | 15 | \$4,200.00 |
| Camps and Afterschool | EPMNQ Explore Park- Mountain Quest (rising grades 6-8) | \$180.00 | 1 | 15 | \$2,700.00 |
| Camps and Afterschool | EPNQST Explore Park- Nature Quest (rising grades 2-5) | \$180.00 | 1 | 15 | \$2,700.00 |
| Camps and Afterschool | EPPC Explore Park- Paddling Camp (rising grades 6-8) | \$305.00 | 2 | 15 | \$9,150.00 |
| Camps and Afterschool | EPRGR Explore Park- Ridge Ramblers (rising grades 6-8) | \$180.00 | 1 | 15 | \$2,700.00 |
| Camps and Afterschool | EPSPDC Explore Park- Summits Day Camp (rising grades 2-5) | \$180.00 | 1 | 15 | \$2,700.00 |
| Camps and Afterschool | EPACO Outdoor Archery Camp (rising grades 6-8) | \$180.00 | 1 | 15 | \$2,700.00 |
| Small Special Events | Food Events, Holiday Celebrations; Roanoke County Resident Appreciation D. | \$5.00 | 6 | 350 | \$10,500.00 |
| Earned Income | Donations and Contributions | - | - | - | \$10,000.00 |
| Sales | Gift Shop Sales | - | - | - | \$25,000.00 |
| Sales | Parking | - | - | - | \$5,000.00 |
| Rentals | Visitor Center | \$1,000.00 | 1 | 10 | \$10,000.00 |
| Transfer In | Visitor Center Transfer In | - | - | - | \$55,675.00 |
| Rentals | Park Rentals | - | - | - | \$10,000.00 |
| Rentals | Outdoor Venues at Visitor Center | \$600.00 | 1 | 12 | \$7,200.00 |
| Rentals | Arthur Taubman Center | \$1,200.00 | 1 | 8 | \$9,600.00 |
| Rentals | Mountain Union Church | \$1,200.00 | 1 | 8 | \$9,600.00 |
| Rentals | Mountain Union Church and Arthur Taubman Center | \$2,000.00 | 1 | 8 | \$16,000.00 |
| TOTAL CORE REVENUES | | | | | \$200,095.00 |





DETAILED EXPENDITURE MODEL - FISCAL YEAR 2016-17

| Pro Forma Expenditures | | |
|------------------------------------|---------------------------|---------------------|
| Explore Park - Phase 1; Year 1 | | |
| ACCOUNT TITLE | BUDGET | EXPLANATION |
| EXPENDITURES | | |
| PERSONNEL SERVICES | | |
| Full Time Staff | \$0.00 | |
| Part Time Visitor Center Staff | \$40,000.00 | |
| Part-Time Programming Staff | \$27,000.00 | |
| Part Time Maintenance Staff | \$17,500.00 | |
| Park Rangers | \$0.00 | |
| FICA | \$6,464.25 | 7.65% of wages |
| Full Time Benefits | \$0.00 | 32.15% of FT Wages |
| Total | Personnel Services | \$90,964.25 |
| SUPPLIES AND SERVICES | | |
| Contractual Services for Programs | \$2,800.00 | |
| Electric | \$9,000.00 | |
| Fuel- Bottled Gas | \$2,000.00 | |
| Dumpster Pickup | \$1,000.00 | |
| Telephone | \$3,000.00 | |
| Lease/Rent of Equipment | \$2,200.00 | |
| Travel (Mileage) | \$750.00 | |
| Refunds and Rebates | \$100.00 | |
| Late Charges | \$50.00 | |
| Miscellaneous Operating Costs | \$50.00 | |
| Purchases | \$10,000.00 | |
| Office Supplies - General | \$300.00 | |
| Small Equipment and Supplies | \$200.00 | |
| Food Supplies | \$5,000.00 | |
| Building and Maintenance Materials | \$14,000.00 | |
| Uniforms | \$2,000.00 | |
| Recreation Equipment and Supplies | \$19,000.00 | |
| Fee Class Supplies | \$5,000.00 | |
| Gift Shop Merchandise | \$12,000.00 | |
| Unappropriated Balance | \$15,441.25 | |
| Transfer to VRFA | \$10,000.00 | |
| Total | Other Services | \$113,891.25 |
| TOTAL EXPENSES | | \$204,855.50 |

PRO FORMA SUMMARY – FISCAL YEAR 2017-18

| Pro Forma Revenues & Expenditures | | | | |
|--|---------------------|---------------------|---|--|
| Explore Park | | | | |
| BASELINE: REVENUES AND EXPENDITURES - Phase 1; Year 2 | | | | |
| SERVICE TITLE | Revenues | Expenditures | Revenues Over (Under) Expenditures | Cost Recovery - Percent |
| Core Revenue | \$268,770.00 | \$251,654.25 | \$17,115.75 | 107% |
| Total | \$268,770.00 | \$251,654.25 | \$17,115.75 | 107% |

DETAILED REVENUE MODEL - FISCAL YEAR 2017-18

| Pro Forma Revenues & Expenditures | | | | | |
|--|--|--------------|---------------------------|---------------------|---------------------|
| EXPLORE PARK - REVENUE MODEL - Phase 1; Year 2 | | | | | |
| DIVISION | ACCOUNT TITLE | PRICE | Number of Programs | Participants | REVENUES |
| REVENUES | | | | | |
| Adult Programs | CRBBE Backpacking 101- Paths to Adventure | \$110.00 | 1 | 10 | \$1,100.00 |
| Adult Programs | CRMBAMountain Biking- Trail Ride Essentials | \$40.00 | 4 | 10 | \$1,600.00 |
| Family Programs | EPBIF Bird ID and Feeders | \$8.00 | 2 | 10 | \$160.00 |
| Family Programs | EPBRD Birding at Explore Park | \$0.00 | 1 | 10 | \$0.00 |
| Family Programs | EPIHTH Explore Park- 12 Months, 12 Hikes | \$5.00 | 12 | 10 | \$600.00 |
| Family Programs | CRSUP Explore Park- Stand Up Paddleboarding (SUP) | \$44.00 | 3 | 10 | \$1,320.00 |
| Family Programs | EPFFT Forest From The Trees Hike | \$5.00 | 1 | 10 | \$50.00 |
| Family Programs | CRMTBI Mountain Biking- Intermediate | \$44.00 | 2 | 5 | \$440.00 |
| Family Programs | EPSCH Succession Hike | \$5.00 | 1 | 10 | \$50.00 |
| Family Programs | EPTLH Twilight Hike | \$5.00 | 1 | 10 | \$50.00 |
| Family Programs | EPWRH Wetlands to Rivers Hike | \$5.00 | 1 | 10 | \$50.00 |
| Camps and Afterschool | EPMBC Explore Park- Mountain Biking Camp (rising grades 6-8) | \$295.00 | 1 | 15 | \$4,425.00 |
| Camps and Afterschool | EPMNQ Explore Park- Mountain Quest (rising grades 6-8) | \$195.00 | 1 | 15 | \$2,925.00 |
| Camps and Afterschool | EPNQST Explore Park- Nature Quest (rising grades 2-5) | \$195.00 | 1 | 15 | \$2,925.00 |
| Camps and Afterschool | EPPC Explore Park- Paddling Camp (rising grades 6-8) | \$320.00 | 2 | 15 | \$9,600.00 |
| Camps and Afterschool | EPRGR Explore Park- Ridge Ramblers (rising grades 6-8) | \$195.00 | 1 | 15 | \$2,925.00 |
| Camps and Afterschool | EPSDC Explore Park- Summits Day Camp (rising grades 2-5) | \$195.00 | 1 | 15 | \$2,925.00 |
| Camps and Afterschool | EPACO Outdoor Archery Camp (rising grades 6-8) | \$195.00 | 1 | 15 | \$2,925.00 |
| Special Events | Small Events | \$5.00 | 6 | 350 | \$10,500.00 |
| Special Events | Large Events | \$10.00 | 1 | 1000 | \$10,000.00 |
| Earned Income | Donations and Contributions | - | - | - | \$45,000.00 |
| Sales | Gift Shop Sales | - | - | - | \$30,000.00 |
| Sales | Parking | - | - | - | \$6,000.00 |
| Rentals | Visitor Center | \$1,000.00 | 1 | 15 | \$15,000.00 |
| Transfer | Visitor Center Transfer In | - | - | - | \$55,000.00 |
| Rentals | Park Rentals | - | - | - | \$12,000.00 |
| Rentals | Outdoor Venues at Visitor Center | \$600.00 | 1 | 12 | \$7,200.00 |
| Rentals | Arthur Taubman Center | \$1,200.00 | 1 | 10 | \$12,000.00 |
| Rentals | Mountain Union Church | \$1,200.00 | 1 | 10 | \$12,000.00 |
| Rentals | Mountain Union Church and Arthur Taubman Center | \$2,000.00 | 1 | 10 | \$20,000.00 |
| TOTAL CORE REVENUES | | | | | \$268,770.00 |



DETAILED EXPENDITURE MODEL - FISCAL YEAR 2017-18

| Pro Forma Expenditures | | |
|------------------------------------|---------------------------|---|
| Explore Park - Phase 1; Year 2 | | |
| ACCOUNT TITLE | BUDGET | EXPLANATION |
| EXPENDITURES | | |
| PERSONNEL SERVICES | | |
| Full Time Staff | \$0.00 | |
| Revenue Development Manager - FT | \$20,000.00 | anticipate hiring January 2018 (6 months of expenses) |
| Part Time Visitor Center Staff | \$60,000.00 | Open year round |
| Part-Time Programming Staff | \$27,000.00 | |
| Part Time Maintenance Staff | \$17,500.00 | |
| Park Rangers | \$0.00 | |
| FICA | \$9,524.25 | 7.65% of wages |
| Full Time Benefits | \$6,430.00 | 32.15% of FT Wages |
| Total | Personnel Services | \$140,454.25 |
| SUPPLIES AND SERVICES | | |
| Contractual Services for Programs | \$3,200.00 | |
| Electric | \$18,000.00 | |
| Fuel- Bottled Gas | \$2,100.00 | |
| Dumpster Pickup | \$1,050.00 | |
| Telephone | \$3,100.00 | |
| Lease/Rent of Equipment | \$2,200.00 | |
| Travel (Mileage) | \$800.00 | |
| Refunds and Rebates | \$150.00 | |
| Late Charges | \$50.00 | |
| Miscellaneous Operating Costs | \$50.00 | |
| Purchases | \$10,500.00 | |
| Office Supplies - General | \$250.00 | |
| Small Equipment and Supplies | \$250.00 | |
| Food Supplies | \$5,000.00 | |
| Building and Maintenance Materials | \$15,000.00 | |
| Uniforms | \$2,100.00 | |
| Recreation Equipment and Supplies | \$20,000.00 | |
| Fee Class Supplies | \$5,200.00 | |
| Gift Shop Merchandise | \$12,200.00 | |
| Transfer to VRFA | \$10,000.00 | |
| Total | Other Services | \$111,200.00 |
| TOTAL EXPENSES | | \$251,654.25 |

PRO FORMA SUMMARY – FISCAL YEAR 2018-19

| Pro Forma Revenues & Expenditures | | | | |
|--|--------------|--------------|--|-------------------------------|
| Explore Park | | | | |
| BASELINE: REVENUES AND EXPENDITURES - Phase 1; Year 3 | | | | |
| SERVICE TITLE | Revenues | Expenditures | Revenues Over (Under) Expenditures | Cost Recovery - Percent |
| Core Revenue | \$339,140.00 | \$335,534.25 | \$3,605.75 | 101% |
| Total | \$339,140.00 | \$335,534.25 | \$3,605.75 | 101% |

DETAILED REVENUE MODEL - FISCAL YEAR 2018-19

| Pro Forma Revenues & Expenditures | | | | | |
|--|--|------------|--------------------|--------------|---------------------|
| EXPLORE PARK - REVENUE MODEL - Phase 1; Year 3 | | | | | |
| DIVISION | ACCOUNT TITLE | PRICE | Number of Programs | Participants | REVENUES |
| REVENUES | | | | | |
| Adult Programs | CRBBE Backpacking 101- Paths to Adventure | \$110.00 | 2 | 10 | \$2,200.00 |
| Adult Programs | CRMBA Mountain Biking- Trail Ride Essentials | \$40.00 | 4 | 10 | \$1,600.00 |
| Family Programs | EPBIF Bird ID and Feeders | \$8.00 | 3 | 10 | \$240.00 |
| Family Programs | EPBRD Birding at Explore Park | \$0.00 | 2 | 10 | \$0.00 |
| Family Programs | EPIHTH Explore Park- 12 Months, 12 Hikes | \$5.00 | 12 | 10 | \$600.00 |
| Family Programs | CRSUP Explore Park- Stand Up Paddleboarding (SUP) | \$44.00 | 4 | 10 | \$1,760.00 |
| Family Programs | EPFFT Forest From The Trees Hike | \$5.00 | 2 | 10 | \$100.00 |
| Family Programs | CRMTBI Mountain Biking- Intermediate | \$44.00 | 2 | 5 | \$440.00 |
| Family Programs | EPSCH Succession Hike | \$5.00 | 1 | 10 | \$50.00 |
| Family Programs | EPTLH Twilight Hike | \$5.00 | 1 | 10 | \$50.00 |
| Family Programs | EPWRH Wetlands to Rivers Hike | \$5.00 | 1 | 10 | \$50.00 |
| Camps and Afterschool | EPMBE Explore Park- Mountain Biking Camp (rising grades 6-8) | \$295.00 | 1 | 15 | \$4,425.00 |
| Camps and Afterschool | EPMNQ Explore Park- Mountain Quest (rising grades 6-8) | \$195.00 | 1 | 15 | \$2,925.00 |
| Camps and Afterschool | EPNQST Explore Park- Nature Quest (rising grades 2-5) | \$195.00 | 1 | 15 | \$2,925.00 |
| Camps and Afterschool | EPPC Explore Park- Paddling Camp (rising grades 6-8) | \$320.00 | 2 | 15 | \$9,600.00 |
| Camps and Afterschool | EPRGR Explore Park- Ridge Ramblers (rising grades 6-8) | \$195.00 | 1 | 15 | \$2,925.00 |
| Camps and Afterschool | EPSDC Explore Park- Summits Day Camp (rising grades 2-5) | \$195.00 | 1 | 15 | \$2,925.00 |
| Camps and Afterschool | EPACO Outdoor Archery Camp (rising grades 6-8) | \$195.00 | 1 | 15 | \$2,925.00 |
| Special Events | Small Events | \$5.00 | 8 | 350 | \$14,000.00 |
| Special Events | Large Events | \$10.00 | 2 | 1000 | \$20,000.00 |
| Earned Income | Donations and Contributions | - | - | - | \$80,000.00 |
| Sales | Gift Shop Sales | - | - | - | \$32,000.00 |
| Sales | Parking | - | - | - | \$8,000.00 |
| Rentals | Visitor Center | \$1,000.00 | 1 | 18 | \$18,000.00 |
| Transfer | Visitor Center Transfer In | - | - | - | \$55,000.00 |
| Rentals | Park Rentals | - | - | - | \$14,000.00 |
| Rentals | Outdoor Venues at Visitor Center | \$600.00 | 1 | 16 | \$9,600.00 |
| Rentals | Arthur Taubman Center | \$1,200.00 | 1 | 12 | \$14,400.00 |
| Rentals | Mountain Union Church | \$1,200.00 | 1 | 12 | \$14,400.00 |
| Rentals | Mountain Union Church and Arthur Taubman Center | \$2,000.00 | 1 | 12 | \$24,000.00 |
| TOTAL CORE REVENUES | | | | | \$339,140.00 |



DETAILED EXPENDITURE MODEL - FISCAL YEAR 2018-19

| Pro Forma Expenditures | | |
|------------------------------------|---------------------------|--|
| Explore Park - Phase 1; Year 3 | | |
| ACCOUNT TITLE | BUDGET | EXPLANATION |
| EXPENDITURES | | |
| PERSONNEL SERVICES | | |
| Park Manager | \$40,000.00 | Anticipate hiring in 2018 to oversee construction projects |
| Revenue Development Manager - FT | \$40,000.00 | |
| Part Time Visitor Center Staff | \$60,000.00 | Open year round |
| Part-Time Programming Staff | \$27,000.00 | |
| Part Time Maintenance Staff | \$17,500.00 | |
| Park Rangers | \$0.00 | |
| FICA | \$14,114.25 | 7.65% of wages |
| Full Time Benefits | \$25,720.00 | 32.15% of FT Wages |
| Total | Personnel Services | \$224,334.25 |
| SUPPLIES AND SERVICES | | |
| Contractual Services for Programs | \$3,200.00 | |
| Electric | \$18,000.00 | |
| Fuel- Bottled Gas | \$2,100.00 | |
| Dumpster Pickup | \$1,050.00 | |
| Telephone | \$3,100.00 | |
| Lease/Rent of Equipment | \$2,200.00 | |
| Travel (Mileage) | \$800.00 | |
| Refunds and Rebates | \$150.00 | |
| Late Charges | \$50.00 | |
| Miscellaneous Operating Costs | \$50.00 | |
| Purchases | \$10,500.00 | |
| Office Supplies - General | \$250.00 | |
| Small Equipment and Supplies | \$250.00 | |
| Food Supplies | \$5,000.00 | |
| Building and Maintenance Materials | \$15,000.00 | |
| Uniforms | \$2,100.00 | |
| Recreation Equipment and Supplies | \$20,000.00 | |
| Fee Class Supplies | \$5,200.00 | |
| Gift Shop Merchandise | \$12,200.00 | |
| Transfer to VRFA | \$10,000.00 | |
| Total | Other Services | \$111,200.00 |
| TOTAL EXPENSES | | \$335,534.25 |

It is anticipated the operational enhancements included in aforementioned pro formas will continue into the future (beyond FY 2018-19) as capital improvements are introduced into Explore Park.

6.3.2 EXPLORE PARK PRO FORMAS – BEGINNING FISCAL YEAR 2019-20 (TENTATIVE)

The following pro formas reflect the progressive introduction of operating functions based on capital improvements made in Explore Park during the years of 2016-2019. Given the volatility of securing funding for improvements and unforeseen construction challenges, the pro formas are provided for each improvement that is expected to occur between 2016-19 including the In river whitewater park, disc golf course, bike skills park, archery range, and increased maintenance of the park.

PRO FORMA SUMMARY– IN RIVER WHITEWATER PARK

| Pro Forma Revenues & Expenditures | | | | | | |
|--|-------------|-------------|-------------|-------------|-------------|-------------|
| Explore Park - In River Whitewater Park | | | | | | |
| BASELINE: REVENUES AND EXPENDITURES | | | | | | |
| Revenues | 1st Year | 2nd Year | 3rd Year | 4th Year | 5th Year | 6th Year |
| Rentals and Sales | \$67,000.00 | \$71,020.00 | \$75,281.20 | \$79,798.07 | \$84,585.96 | \$89,661.11 |
| Total | \$67,000.00 | \$71,020.00 | \$75,281.20 | \$79,798.07 | \$84,585.96 | \$89,661.11 |
| Expenditures | 1st Year | 2nd Year | 3rd Year | 4th Year | 5th Year | 6th Year |
| Rentals and Sales | \$28,745.78 | \$28,843.78 | \$28,945.40 | \$29,050.77 | \$29,160.04 | \$29,273.36 |
| Total | \$28,745.78 | \$28,843.78 | \$28,945.40 | \$29,050.77 | \$29,160.04 | \$29,273.36 |
| Total Cost Recovery | 233% | 246% | 260% | 275% | 290% | 306% |

DETAILED REVENUE MODEL - IN RIVER WHITEWATER PARK

| Pro Forma Revenues & Expenditures | | | | | | |
|--|-------------------------------|---------|------------|-------|--------------------|-------------|
| Explore Park - In River Whitewater Park | | | | | | |
| DIVISION | ACCOUNT TITLE | PRICE | PRICE UNIT | UNITS | REVENUES | EXPLANATION |
| REVENUES | | | | Sales | | |
| Rentals & Sales | Sit on Top Kayak - Single | \$10.00 | per hour | 1,800 | \$18,000.00 | |
| Rentals & Sales | Sit on Top Kayak - Double | \$15.00 | per hour | 1,800 | \$27,000.00 | |
| Rentals & Sales | Standup Paddle Board - Single | \$10.00 | per hour | 1,800 | \$18,000.00 | |
| Rentals & Sales | Fishing Pole | \$20.00 | per day | 200 | \$4,000.00 | |
| TOTAL RENTALS & SALES REVENUES | | | | | \$67,000.00 | |



DETAILED EXPENDITURE MODEL - IN RIVER WHITEWATER PARK

| Pro Forma Expenditures | | |
|---|---------------------------|-----------------------------|
| Explore Park - In River Whitewater Park | | |
| ACCOUNT TITLE | BUDGET | EXPLANATION |
| EXPENDITURES | | |
| PERSONNEL SERVICES | | |
| Part-time Concession/Retail Attendants | \$24,150.00 | |
| Overtime | \$0.00 | |
| Employer's Share of FICA | \$1,535.94 | 6.36% of Salaries and Wages |
| Employer's Share of Medicare | \$359.84 | 1.49% of Salaries and Wages |
| Additional Full-Time Benefits | \$0.00 | 32.15% of Full Time Regular |
| Total | Personnel Services | \$26,045.78 |
| SUPPLIES | | |
| Small Tools & Minor Equip. | \$500.00 | |
| General Program Supplies | \$500.00 | |
| Total | Supplies | \$1,000.00 |
| OTHER SERVICES & CHARGES | | |
| Printing (Not Office Supplies) | \$200.00 | |
| Equipment Maint. Contract | \$1,000.00 | |
| Staff Clothing | \$500.00 | |
| Total | Other Services | \$1,700.00 |
| TOTAL EXPENSES | \$28,745.78 | |

PRO FORMA SUMMARY- BIKE SKILLS PARK

| Pro Forma Revenues & Expenditures | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Explore Park - Bike Skills Park | | | | | | |
| BASELINE: REVENUES AND EXPENDITURES | | | | | | |
| Revenues | 1st Year | 2nd Year | 3rd Year | 4th Year | 5th Year | 6th Year |
| Rentals and Sales | \$14,400.00 | \$15,552.00 | \$16,796.16 | \$18,139.85 | \$19,591.04 | \$21,158.32 |
| Total | \$14,400.00 | \$15,552.00 | \$16,796.16 | \$18,139.85 | \$19,591.04 | \$21,158.32 |
| Expenditures | 1st Year | 2nd Year | 3rd Year | 4th Year | 5th Year | 6th Year |
| Rentals and Sales | \$32,207.20 | \$32,557.20 | \$32,917.90 | \$33,289.63 | \$33,672.73 | \$34,067.54 |
| Total | \$32,207.20 | \$32,557.20 | \$32,917.90 | \$33,289.63 | \$33,672.73 | \$34,067.54 |
| Total Cost Recovery | 45% | 48% | 51% | 54% | 58% | 62% |

DETAILED REVENUE MODEL - BIKE SKILLS PARK

Pro Forma Revenues & Expenditures

Explore Park - Bike Skills Park

| DIVISION | ACCOUNT TITLE | PRICE | PRICE UNIT | UNITS | REVENUES | EXPLANATION |
|---|-----------------------------|----------|----------------|-------|--------------------|--|
| REVENUES | | | | | | |
| | | | | Sales | | |
| Donations | Voluntary Annual Membership | \$10.00 | per membership | 500 | \$5,000.00 | |
| Rentals & Sales | Group Outing Rentals | \$100.00 | per 3 hour | 50 | \$5,000.00 | |
| Rentals & Sales | Summer Camp (1/2 day) | \$100.00 | 6 | 10 | \$2,400.00 | 6 camps; 10 kids each; RoCo receive 40% of revenue |
| Rentals & Sales | Private Instruction | \$25.00 | \$1.00 | 200 | \$2,000.00 | RoCo receive 40% of revenue |
| TOTAL RENTALS & SALES REVENUES | | | | | \$14,400.00 | |

DETAILED EXPENDITURE MODEL - BIKE SKILLS PARK

Pro Forma Expenditures

Explore Park - Bike Skills Park

| ACCOUNT TITLE | BUDGET | EXPLANATION |
|-------------------------------------|---------------------------|---|
| EXPENDITURES | | |
| PERSONNEL SERVICES | | |
| Part-time Maintenance Staff | \$19,200.00 | approximately \$8000 per acre to maintain bike park (60% labor) |
| Overtime | \$0.00 | |
| Employer's Share of FICA | \$1,221.12 | 6.36% of Salaries and Wages |
| Employer's Share of Medicare | \$286.08 | 1.49% of Salaries and Wages |
| Additional Full-Time Benefits | \$0.00 | 32.15% of Full Time Regular |
| Total | Personnel Services | \$20,707.20 |
| SUPPLIES | | |
| Building Materials | \$5,000.00 | |
| Repair Parts | \$0.00 | |
| Small Tools & Minor Equip. | \$1,000.00 | |
| Other Maint. Supplies | \$5,000.00 | |
| Total | Supplies | \$11,000.00 |
| OTHER SERVICES & CHARGES | | |
| Staff Clothing | \$500.00 | |
| Total | Other Services | \$500.00 |
| TOTAL EXPENSES | | \$32,207.20 |



PRO FORMA SUMMARY – DISC GOLF

| Pro Forma Revenues & Expenditures | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Explore Park - Disc Golf | | | | | | |
| BASELINE: REVENUES AND EXPENDITURES | | | | | | |
| Revenues | 1st Year | 2nd Year | 3rd Year | 4th Year | 5th Year | 6th Year |
| Rentals and Sales | \$7,500.00 | \$8,100.00 | \$8,748.00 | \$9,447.84 | \$10,203.67 | \$11,019.96 |
| Total | \$7,500.00 | \$8,100.00 | \$8,748.00 | \$9,447.84 | \$10,203.67 | \$11,019.96 |
| Expenditures | 1st Year | 2nd Year | 3rd Year | 4th Year | 5th Year | 6th Year |
| Rentals and Sales | \$10,294.55 | \$10,404.55 | \$10,518.05 | \$10,635.16 | \$10,756.01 | \$10,880.70 |
| Total | \$10,294.55 | \$10,404.55 | \$10,518.05 | \$10,635.16 | \$10,756.01 | \$10,880.70 |
| Total Cost Recovery | 73% | 78% | 83% | 89% | 95% | 101% |

DETAILED REVENUE MODEL - DISC GOLF

| Pro Forma Revenues & Expenditures | | | | | | |
|--|-----------------------------|---------|----------------|-------|-------------------|-------------|
| Explore Park - Disc Golf | | | | | | |
| DIVISION | ACCOUNT TITLE | PRICE | PRICE UNIT | UNITS | REVENUES | EXPLANATION |
| REVENUES | | | | Sales | | |
| Donations | Voluntary Annual Membership | \$10.00 | per membership | 500 | \$5,000.00 | |
| Rentals & Sales | Group Outing Rentals | \$50.00 | per 3 hour | 50 | \$2,500.00 | |
| TOTAL RENTALS & SALES REVENUES | | | | | \$7,500.00 | |

DETAILED EXPENDITURE MODEL - DISC GOLF

| Pro Forma Revenues & Expenditures | | |
|--|---------------------------|---|
| Explore Park - Disc Golf | | |
| ACCOUNT TITLE | BUDGET | EXPLANATION |
| EXPENDITURES | | |
| PERSONNEL SERVICES | | |
| Part-time Maintenance Staff | \$6,300.00 | approximately \$500-\$600 per hole annually to maintain (70% labor) |
| Overtime | \$0.00 | |
| Employer's Share of FICA | \$400.68 | 6.36% of Salaries and Wages |
| Employer's Share of Medicare | \$93.87 | 1.49% of Salaries and Wages |
| Additional Full-Time Benefits | \$0.00 | 32.15% of Full Time Regular |
| Total | Personnel Services | \$6,794.55 |
| SUPPLIES | | |
| Building Materials | \$500.00 | |
| Repair Parts | \$1,000.00 | |
| Small Tools & Minor Equip. | \$1,000.00 | |
| Other Maint. Supplies | \$500.00 | |
| Total | Supplies | \$3,000.00 |
| OTHER SERVICES & CHARGES | | |
| Staff Clothing | \$500.00 | |
| Total | Other Services | \$500.00 |
| TOTAL EXPENSES | | \$10,294.55 |

PRO FORMA SUMMARY – ARCHERY RANGE

Pro Forma Revenues & Expenditures

Explore Park - Archery Range

BASELINE: REVENUES AND EXPENDITURES

| Revenues | 1st Year | 2nd Year | 3rd Year | 4th Year | 5th Year | 6th Year |
|------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Archery Range Revenue | \$52,500.00 | \$56,700.00 | \$61,236.00 | \$66,134.88 | \$71,425.67 | \$77,139.72 |
| Total | \$52,500.00 | \$56,700.00 | \$61,236.00 | \$66,134.88 | \$71,425.67 | \$77,139.72 |
| Expenditures | 1st Year | 2nd Year | 3rd Year | 4th Year | 5th Year | 6th Year |
| Management/Maintenance | \$36,167.25 | \$36,982.25 | \$37,821.90 | \$38,686.95 | \$39,578.16 | \$40,496.34 |
| Total | \$36,167.25 | \$36,982.25 | \$37,821.90 | \$38,686.95 | \$39,578.16 | \$40,496.34 |
| Total Cost Recovery | 145% | 153% | 162% | 171% | 180% | 190% |

DETAILED REVENUE MODEL - ARCHERY RANGE

Pro Forma Revenues & Expenditures

Explore Park - Archery Range

Revenue Model

| DIVISION | ACCOUNT TITLE | PRICE | PROGRAMS OFFERED/UNIT | UNITS | REVENUES | EXPLANATION |
|-----------------------|-------------------------|----------|-----------------------|-------|--------------------|----------------------------------|
| REVENUES | | | | Sales | | |
| Sponsorship | 3D Objects Sponsorships | \$500.00 | 1 | 30 | \$15,000.00 | Corporate Sponsors of 3D objects |
| Camp | One Day Archery Camp | \$10.00 | 50 | 15 | \$3,000.00 | RoCo receive 40% of revenue |
| Camp | Week Long Archery Camp | \$125.00 | 10 | 15 | \$7,500.00 | RoCo receive 40% of revenue |
| Lessons | Archery 101 - Adults | \$55.00 | 20 | 15 | \$6,600.00 | RoCo receive 40% of revenue |
| Lessons | Archery 201 - Adults | \$50.00 | 20 | 15 | \$6,000.00 | RoCo receive 40% of revenue |
| Lessons | Archery 101 - Kids | \$65.00 | 20 | 15 | \$7,800.00 | RoCo receive 40% of revenue |
| Lessons | Archery 201 - Kids | \$55.00 | 20 | 15 | \$6,600.00 | RoCo receive 40% of revenue |
| Total Revenues | | | | | \$52,500.00 | |





DETAILED EXPENDITURE MODEL - ARCHERY RANGE

Pro Forma Expenditures

Explore Park - Archery Range

| ACCOUNT TITLE | BUDGET | EXPLANATION |
|-------------------------------------|--------------------|-----------------------------|
| EXPENDITURES | | |
| PERSONNEL SERVICES | | |
| Part-time Maintenance Staff | \$8,500.00 | |
| Overtime | \$0.00 | |
| Employer's Share of FICA | \$540.60 | 6.36% of Salaries and Wages |
| Employer's Share of Medicare | \$126.65 | 1.49% of Salaries and Wages |
| Additional Full-Time Benefits | \$0.00 | 32.15% of Full Time Regular |
| Total | \$9,167.25 | |
| SUPPLIES | | |
| Archery Range Bag Targets | \$8,500.00 | |
| Other Materials | \$4,500.00 | |
| Contract services | \$5,500.00 | |
| Minor Improvements | \$5,000.00 | |
| Rental facilitation costs | \$1,000.00 | |
| Tree/plant management | \$2,000.00 | |
| Total | \$26,500.00 | |
| OTHER SERVICES & CHARGES | | |
| Staff Clothing | \$500.00 | |
| Total | \$500.00 | |
| TOTAL EXPENSES | \$36,167.25 | |

PRO FORMA SUMMARY – PARK MAINTENANCE AND SECURITY

Pro Forma

Explore Park - Maintenance and Security - FY19/20 through FY 24/25

BASELINE: REVENUES AND EXPENDITURES

| Expenditures | 1st Year | 2nd Year | 3rd Year | 4th Year | 5th Year | 6th Year |
|------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Security | \$63,175.00 | \$65,070.25 | \$67,022.36 | \$69,033.03 | \$71,104.02 | \$73,237.14 |
| Park Maintenance | \$467,480.00 | \$589,605.00 | \$607,293.15 | \$687,855.00 | \$708,490.65 | \$729,745.37 |
| Total | \$530,655.00 | \$654,675.25 | \$674,315.51 | \$756,888.03 | \$779,594.67 | \$802,982.51 |

DETAILED EXPENDITURE MODEL - SECURITY

| Pro Forma Revenues & Expenditures | | |
|--|---------------------------|--------------------|
| Explore Park - Security Budget - FY 19/20 | | |
| ACCOUNT TITLE | BUDGET | EXPLANATION |
| EXPENDITURES | | |
| PERSONNEL SERVICES | | |
| Fulltime Rangers | \$35,000.00 | 1 Ranger |
| Seasonal Rangers | \$0.00 | |
| Employer's Share of FICA | \$2,226.00 | |
| Employer's Share of Medicare | \$521.50 | |
| Additional Full-Time Benefits | \$11,252.50 | |
| Total | Personnel Services | \$49,000.00 |
| OPERATIONS | | |
| Vehicle Operations | \$6,500.00 | |
| General Office Supplies | \$500.00 | |
| Defibrillators | \$2,500.00 | |
| Computers | \$500.00 | |
| Medical Supplies | \$300.00 | |
| Uniforms | \$250.00 | |
| Total | Operations | \$11,550.00 |
| OTHER SERVICES & CHARGES | | |
| Security System Monitoring | \$625.00 | |
| Weekend/Event Security | \$2,000.00 | |
| Total | Other Services | \$2,625.00 |
| TOTAL EXPENSES | | \$63,175.00 |



DETAILED EXPENDITURE MODEL - PARK MAINTENANCE

| Pro Forma Revenues & Expenditures | | |
|--|---------------------------|---|
| Explore Park - Park Maintenance Budget - FY 19/20 | | |
| ACCOUNT TITLE | BUDGET | EXPLANATION |
| EXPENDITURES | | |
| PERSONNEL SERVICES | | |
| Maintenance Staff | \$105,000.00 | 3 FT laborer staff |
| Part Time | \$30,000.00 | 3000 hours @ \$10 per hour |
| Employer's Share of FICA | \$8,586.00 | |
| Employer's Share of Medicare | \$2,011.50 | |
| Additional Full-Time Benefits | \$33,757.50 | |
| Total | Personnel Services | \$179,355.00 |
| OPERATIONS | | |
| Vehicle Operations | \$5,000.00 | |
| Special Equipment Rentals | \$2,000.00 | |
| Half-Ton Pick Up | \$4,500.00 | |
| Mowing Equipment | \$7,500.00 | |
| Computers | \$500.00 | |
| Janitorial Supplies-Paper | \$100.00 | |
| Janitorial Supplies-Cleanser | \$100.00 | |
| Janitorial Supplies-Equipment | \$200.00 | |
| Building Supplies | \$4,000.00 | |
| Natural Trail Maintenance Supplies | \$2,800.00 | 14 miles @ \$200 per mile |
| Paved Trail Maintenance Supplies | \$0.00 | |
| Disc Golf Maintenance Supplies | \$1,800.00 | \$100 per hole |
| Groomed Lawn Maintenance - Contracted Services | \$360,000.00 | Level 1 service; 30 acres; \$12000 per acre |
| Rough Lawn Maintenance - Contracted services | \$3,000.00 | Level 3 service; 10 acres; #300 per acre |
| Meadows Maintenance - Contracted services | \$9,000.00 | Level 3 service; 30 acres; #300 per acre |
| Forest Maintenance - Contracted services | \$20,000.00 | 800 acres; \$25 per acre |
| Woodland Maintenance - Contracted services | \$1,250.00 | 50 acres; \$25 per acre |
| Successional Grounds Maintenance - Contracted Services | \$50,000.00 | Level 2 service; 10 acres; \$5,000 per acre |
| Wetland - Contracted Services | \$375.00 | 1.5 acres; \$250 per acre |
| Riparian - Contracted Services | \$500.00 | 2 acres; \$250 per acre |
| River edges - Contracted services | \$975.00 | 1.5 acres; \$650 per acre |
| Intermittent Stream corridors - Contracted Services | \$1,000.00 | 5 acres; \$250 per acre |
| Bedford Pond Dam - Contracted Services | \$7,000.00 | |
| Chemicals in Bulk | \$2,200.00 | |
| Safety Equipment | \$1,700.00 | |
| Small Tools & Supplies | \$2,500.00 | |
| Uniforms | \$5,000.00 | |
| Miscellaneous Repair and Maintenance | \$10,000.00 | |
| Total | Operations | \$503,000.00 |
| OTHER SERVICES & CHARGES | | |
| Contract Services - Waste Management | \$2,400.00 | |
| Contract Services: Portable Toilet Rental | \$2,400.00 | |
| Contract Services: Janitorial Expense | \$2,100.00 | |
| Total | Other Services | \$6,900.00 |
| TOTAL EXPENSES | | \$689,255.00 |

6.3.3 EXPLORE PARK PRO FORMAS – BEGINNING FISCAL YEAR 2023 (TENTATIVE)

The following pro formas reflect the progressive introduction of operating functions based on capital improvements made in Explore Park during the years 2020-23. Given the volatility of securing funding for improvements and unforeseen construction challenges, the pro formas are provided by each improvement that is expected to occur between 2020-23 including campgrounds and the Tall Pines Canopy Adventure Zone. Additional information is provided for the ground leases for the country store and gas station pod as well as the hospitality center and lodge.

PRO FORMA SUMMARY – CAMPGROUNDS (PRIVATE DEVELOPMENT)

| | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Pro Forma | | | | | | |
| Explore Park - Campgrounds | | | | | | |
| BASELINE: REVENUES AND EXPENDITURES | | | | | | |
| Revenues | 1st Year | 2nd Year | 3rd Year | 4th Year | 5th Year | 6th Year |
| Campground | \$37,150.00 | \$38,264.50 | \$39,412.44 | \$40,594.81 | \$41,812.65 | \$43,067.03 |
| Total | \$37,150.00 | \$38,264.50 | \$39,412.44 | \$40,594.81 | \$41,812.65 | \$43,067.03 |
| Expenditures | 1st Year | 2nd Year | 3rd Year | 4th Year | 5th Year | 6th Year |
| Contract Management (10% of revenue) | \$3,715.00 | \$3,826.45 | \$3,941.24 | \$4,059.48 | \$4,181.27 | \$4,306.70 |
| Total | \$3,715.00 | \$3,826.45 | \$3,941.24 | \$4,059.48 | \$4,181.27 | \$4,306.70 |
| Total Cost Recovery | 1000.00% | 1000% | 1000% | 1000% | 1000% | 1000% |

DETAILED REVENUE MODEL - CAMPGROUNDS (PRIVATE DEVELOPMENT)

| Pro Forma | | | | | | |
|----------------------------|--|-----------|--------|-------|--------------------|--|
| Explore Park - Campgrounds | | | | | | |
| REVENUE MODEL | | | | | | |
| DIVISION | ACCOUNT TITLE | Avg Price | Number | UNITS | REVENUES | EXPLANATION |
| REVENUES | | | | | | |
| Camping | Vacation Cabins - Summer Daily (2 night min) | \$90.00 | 8 | 84 | \$4,536.00 | PROS assumes 75% occupancy by daily campers - Explore Park receives 10% of sales |
| Camping | RV Camping - Summer Daily | \$50.00 | 80 | 84 | \$25,200.00 | PROS assumes 75% occupancy by daily campers - Explore Park receives 10% of sales |
| Camping | Yurts - Summer Daily (2 night min) | \$60.00 | 6 | 84 | \$2,268.00 | PROS assumes 75% occupancy by daily campers - Explore Park receives 10% of sales |
| Camping | Treehouse - Summer Daily (2 night min) | \$60.00 | 2 | 84 | \$756.00 | PROS assumes 75% occupancy by daily campers - Explore Park receives 10% of sales |
| Camping | Tent Camping -Summer Daily | \$10.00 | 20 | 84 | \$1,260.00 | PROS assumes 75% occupancy by daily campers - Explore Park receives 10% of sales |
| Camping | Primitive Camping -Summer Daily | \$5.00 | 20 | 84 | \$630.00 | PROS assumes 75% occupancy by daily campers - Explore Park receives 10% of sales |
| Camp Store | Concessions | | | | \$2,500.00 | \$25000 in revenue - Explore Park receives 10% of sales |
| TOTAL REVENUES | | | | | \$37,150.00 | |



PRO FORMA SUMMARY – TALL PINES CANOPY ADVENTURE ZONE (PRIVATE DEVELOPMENT)

| | | | | | | |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Pro Forma | | | | | | |
| Explore Park - Tall Pines Canopy Adventure Zone | | | | | | |
| BASELINE: REVENUES AND EXPENDITURES | | | | | | |
| Revenues | 1st Year | 2nd Year | 3rd Year | 4th Year | 5th Year | 6th Year |
| Rentals & Sales | \$47,600.00 | \$49,028.00 | \$50,498.84 | \$75,748.26 | \$78,020.71 | \$80,361.33 |
| Total | \$47,600.00 | \$49,028.00 | \$50,498.84 | \$75,748.26 | \$78,020.71 | \$80,361.33 |
| Expenditures | 1st Year | 2nd Year | 3rd Year | 4th Year | 5th Year | 6th Year |
| Contract Management (10% of revenue) | \$4,760.00 | \$4,902.80 | \$5,049.88 | \$7,574.83 | \$7,802.07 | \$8,036.13 |
| Total | \$4,760.00 | \$4,902.80 | \$5,049.88 | \$7,574.83 | \$7,802.07 | \$8,036.13 |
| Total Cost Recovery | 1000.00% | 1000.00% | 1000.00% | 1000.00% | 1000.00% | 1000.00% |

DETAILED REVENUE MODEL - TALL PINES CANOPY ADVENTURE ZONE (PRIVATE DEVELOPMENT)

| | | | | | | |
|---|--|------------------|-------------|----------------|--------------------|------------------------------------|
| Pro Forma | | | | | | |
| Explore Park - Tall Pines Canopy Adventure Zone | | | | | | |
| REVENUE MODEL | | | | | | |
| DIVISION | ACCOUNT TITLE | Avg Price | Unit | UNITS | REVENUES | EXPLANATION |
| | REVENUES | | | Rentals | | |
| Rentals & Sales | Zipline | \$50.00 | per hour | 7000 | \$35,000.00 | Explore Park receives 10% of sales |
| Rentals & Sales | Ropes Course | \$50.00 | per hour | 1000 | \$5,000.00 | Explore Park receives 10% of sales |
| Rentals & Sales | Full Day Ropes Course (Groups of up to 25) | \$1,000.00 | per group | 26 | \$2,600.00 | Explore Park receives 10% of sales |
| Rentals & Sales | Zipline Course (Groups of up to 25) | \$1,000.00 | per group | 50 | \$5,000.00 | Explore Park receives 10% of sales |
| TOTAL REVENUES | | | | | \$47,600.00 | |

GROUND LEASE – HOSPITALITY CENTER AND LODGE

It is expected that Roanoke County will pursue a private investor for the development of a hospitality center and lodge on 4 acres of property in Explore Park. PROS Consulting provides the following financial projections for the ground lease.

- Length of Lease: 20 years.
- Unit Value of Lease (per square foot): \$5-\$10.
- Annual Value of Lease: \$43,560 - \$87,120.
- 20 year Value of Lease: \$871,200 - \$1,742,400.

GROUND LEASE – COUNTRY STORE AND GAS STATION

It is expected that Roanoke County will pursue a private investor for the development of a country store and gas station on 2 acres of property in Explore Park. PROS Consulting provides the following financial projections for the ground lease.

- Length of Lease: 20 years.
- Unit Value of Lease (per square foot): \$5-\$10.
- Annual Value of Lease: \$21,780 - \$43,560.
- 20 year Value of Lease: \$435,600 - \$871,200.

CHAPTER SEVEN - FULL-TIME STAFFING STRUCTURE

This proposed staffing structure summary addresses and evaluates Explore Park's capability to achieve the vision and act on the existing recommendations. The park currently operates in a very efficient manner but the management and operations structure needs to be adjusted to address how the park staff can act on achieving the goals and recommendations outlined in this business plan. This will require the addition of full-time staffing capacity based on the phasing in of improvements at Explore Park.

The addition of full-time staff recommendations was developed for county leaders to consider. The goal of establishing this structure is to correctly align the duties and responsibilities of the park staff with the expectations of county leaders and the community. In addition to the NEW full-time staff listed below, it is expected that a bevy of part-time staff including recreation leaders, maintenance workers, visitor center staff and others will be needed to provide high quality experiences to the visitors of Explore Park.

| POSITION | # OF POSTIONS | DATE TO IMPLEMENT |
|---|---------------|-------------------|
| | | |
| REVENUE DEVELOPMENT MANAGER | 1 | Jan-18 |
| PARK MANAGER | 1 | Jul-18 |
| PARK RANGER | 1 | Jul-19 |
| PARK MAINTENANCE WORKERS | 3 | Jul-19 |
| *RECREATION PROGRAM COORDINATOR | 1 | Jul-25 |
| * Not reflected in pro forma as not anticipated to hire until completion of phase 3 | | |



CHAPTER EIGHT - FINANCIAL SUSTAINABILITY FOR EXPLORE PARK

To help Explore Park create strategies to achieve financial success, the following sustainability principles have been developed.

8.1 INTRODUCTION

In order to professionally manage the public or private business elements of Explore Park, the park and recreation staff must be proficient in specific areas of emphasis. These areas include:

- Fundraising.
- Understanding and nurturing partnering.
- Government Finance.
- Cost Recovery.
- Enterprise Management.
- Operational Management.

8.2 TOPICS OF IMPORTANCE

8.2.1 FUNDRAISING

- Establish a Friends Group, Foundation, or Conservancy to help raise funding to enhance Explore Park operations and amenities.
- Identify philanthropists in the community to encourage support as an investment through a park foundation or friends group. The benefit of these relationships will support users that do not have the ability to pay for services.
- Teach and train Park and Recreation Boards and Commissions that Friends Groups, Conservancy's and Park Foundations are not in competition with the mission of the agency but are able to act as significant park advocates. Placement of the "right" people on these boards is a very important process that is a learned skill when placed into practice can yield fruitful dividends when placed into practice. Annual management agreements between each fundraising group needs to be completed each year. These agreements need to include goals with measureable objectives, funding initiatives and desired revenues to be generated. The mission for these groups need to identify the purpose of the fundraising and the resulting benefits to the agency.

8.2.2 PARTNERING

- It needs to be understood that private or not-for-profit group cannot make money from Explore Park without the agreement incorporated into the use that a share of the gross revenue is to be distributed to Explore Park. The distribution must recover the true costs of delivering the facilities to the user. Desired revenue needs to be based on an operating pro-forma from the event when using the park and recreation facilities.
- Consider privatizing services to a desired level with excellent outside organizations when the park and recreation organization does not have the capital dollars to develop, operate and maintain the facility or service.

- Have working, signed agreements with all types of partners to include (public/private, public/not for profit and public/public partners). This requires separate operational policies on each type of partnership that is established.
- Do not partner with any single group unless direct and indirect costs desired in that operation have been determined. Understand the equitable investment the partner or partners need to commit to when establishing the relationship.
- All partnerships must have working agreements with measureable outcomes. They are to be reviewed at least every two years as one means to hold each other accountable to the agreement.
- Ask the private sector to develop team building days such as cleanup and fixup days in the parks and facilities. This strategy builds community support and will enhance your park or facility to a much higher level in a short period of time. The relationship also promotes a selling point to the corporate partner when communicating their value in the community.
- Determine sponsorship opportunities and levels of sponsorships for Explore Park every five years. Use a private sponsorship contractor who knows the value of sponsorships. Distribute a percentage of the total amount raised to the contractor instead of doing it with in-house staff.

8.2.3 GOVERNMENT FINANCE

- Know the value of the park system assets. What stage those assets are in their life cycle is critical to understand. This practice allows for the determination of where capital improvements need to be committed to and helps to establish the cost benefit of those improvements to the system.
- Find dedicated funding sources that can be counted on annually to support operational and capital needs.
- Develop a Business Development division within the department to pursue grants, establish effective partnerships and to create earned income. Develop business plans with staff managing revenue producing facilities to maximize earned income capability.
- Set up business enterprise systems for revenue producing facilities and programs.
- Develop a cost benefit analysis prior to developing all capital improvement projects to determine the creation of the amenity is financially feasible.
- Develop an annual revenue plan for the park.
- Know how to properly execute an Annual Budget. Much time is spent in the formulation of a budget, however budget execution is equally critical. Monthly budget review, variance analysis, making seasonal adjustments and budget management are critical considerations to successful year-end results. Ensure the park manager and staff are aware of quality budgetary management importance to the financial stability of the park.
- Review current financing options sometimes create big savings. Agencies need to have access to inexpensive capital and refinance if necessary to free up needed debt service capabilities.



- Understand the real details of “Capital.” What are the carrying costs of land, facilities, and equipment? Do not burden the agency with capital projects that cost the agency more to own than the value of the land holding.

8.2.4 COST RECOVERY

- Budget 3-5% of the total operating budget to support and maintain existing capital improvements and assets.
- Replace revenue-producing equipment every 5-10 years to keep the user experience relevant and competitive.
- Include senior management staff on all design decisions. Force landscape designers and facility architects to outline the maintenance costs on all improved parks and facilities to ensure the design is aligned with organizational maintenance operating budget.
- Acquire additional land to establish land leases for concession operations to aid operational costs of the park.
- Know costs (direct and indirect) to deliver program services, maintain parks, trails and facilities, to determine true costs of services on a unit cost basis.
- Develop business plans on program services or facility operated by the agency that cost more than \$100,000 a year with a goal to deliver a cost recovery goal.
- Classify the park’ services based on “core essential”, “important” and “value added” criteria. Price services that are furthest away from your mission at full cost recovery levels.

8.2.5 ENTERPRISE MANAGEMENT

- Set up business enterprise systems for revenue producing facilities and programs.
- Design parks and recreation facilities for efficiency, productivity to produce revenue that will offset operational costs at a predetermined cost recovery goal.
- Develop a financial policy that allows the park to keep all earned income revenue in the operating budget without lowering tax revenue received. Lowering taxes when generating new revenue will penalize the park system for generating revenue to keep the department well positioned for the future.
- Bid services every three years when costs are higher than the private sector to keep organization costs competitive in the market place.
- Develop an annual revenue plan for the park.
- Find dedicated funding sources that can be counted on annually.
- Create an annual depreciation line item of 3-5% of the operating budget to support existing capital improvements in the park
- When a park is built, require an agreement from public officials that the organization will receive the appropriate amount of operational funding to ensure these facilities will be maintained once developed. This will keep undue pressure away from the agency budget. Staff

needs to develop an operational impact cost for each capital improvement developed for the park.

- Budget 3-5% of the total operating budget for marketing and branding of revenue producing facilities. Signage is not included in this “line item” as this asset is considered to be an upfront capital investment.
- Price services to the 80% of users who can pay versus the 20% who are unable to pay.
- Do not give any group in the community a larger than necessary discount because of their age, occupation, military service etc. All citizens are valuable and need to be treated the same. Understand the size of the market for core programs and facilities and how much of the market your agency controls. Is there opportunity to penetrate the market further?
- Continually conduct market analyses to align offerings in Explore Park with the greatest needs of potential users of the park. In doing so, investments - both capital and operational - will be positioned to achieve the greatest economic return.
- Inform users and partners of the true costs to operate a given function so they appreciate the value placed into the facility or service. This strategy will help to reduce entitlement.
- Track user analytics to understand who and how often the system is being used by patrons.
- Understand concession management, what it takes to make it worth the time and investment to provide the service versus an outside contractor. Don’t allow special interest groups have exclusive rights to concession operations without paying the agency some level of gross revenue.

8.2.6 OPERATIONAL MANAGEMENT

- Stop maintaining things in the park that nobody uses. Remove them from the park.
- Manage by standards and track costs to implement each type of standard.
- Train staff, regularly on business principals, cost recovery, cost of service and customer service.
- Understand the size of the market for core programs and facilities and how much of the market the agency controls.
- Know the demographics of users to determine their needs and capability of supporting program and capital costs.
- Track population trends. Communities need to track population trends to determine how demographic changes will affect the agency and park in the future.
- Agencies need to know how to properly “right size.” Explore Park will need to shed excess or unnecessary labor if necessary. Using contractors is not a bad thing. Have a flexible workforce so that there is little or no carrying costs when the peak seasons are over. Know true direct and indirect costs to deliver program services, maintain parks, trails and facilities.
- Hold staff accountable to cost recovery goals for programs, facilities and elements in parks with revenue to support those services.
- Track employee costs of similar sized parks. Understand the wages and benefits for all positions every five years to understand how competitive wages are with other park systems. Determine if the organization is below an acceptable level, equal to, or above the standard desired for



wages and benefits. The goal needs to be no more than 60-65% of total operational costs. This factor is tied to direct and indirect employee costs.

- Employ the right people for the right job, for the right pay, to achieve the right outcome and benefit to the agency. Learn and apply the correct function and desired productivity of key positions.
- Reward employees for efficiency and productivity.
- Train staff to understand the management strategies of their supervisors as one way to prepare them for positions at the next level of responsibility.
- Develop annual revenue and efficiency work sessions with staff.
- Properly train staff in business management of concession operations.
- Hold employees accountable to productivity standards and cost recovery levels. Give them measurable outcomes to manage and report quarterly or every six months.
- Hold all divisions working in the park accountable by developing sustainable performance outcomes for employees within those divisions.
- Understand all available revenue sources used by parks and recreation agencies within a given region, state or on a national level that applies best to park operations. Know the terminology and how to implement them into the system.
- Develop a cost benefit analysis on all capital improvement prior to development to determine if it is worth the financial and operational commitment to the agency.

8.3 FUNDING AND REVENUE STRATEGIES

Given the limited availability of tax revenues, park and recreation systems across the United States have learned to develop a clear understanding of how to manage revenue options to support parks and recreation services. Park and recreation systems no longer rely on taxes as their sole revenue option and have developed new strategies to pursue sources of revenue to help support capital and operational needs.

A growing number of municipalities have developed policies on pricing services, cost recovery rates and partnership agreements for programs and facilities provided to the community. Organizations have developed strong partnerships that are fair and equitable in the delivery of services based on whom receives the service, for what purpose, for what benefit and for what costs. In addition, agencies have learned to use parks and recreation facilities, amenities, programs and events to create economic development. These strategies allowed for organizations to keep property values high around parks and along trails. This have been accomplished through increased maintenance, adding sports facilities and events to drive tournaments into the region. These efforts aid the community through the increase in the use of hotel room nights, increase expenditures in restaurants and retail areas. Organization managers have learned that people will drive into their community for good recreation facilities such as sports complexes, pools, and for special events if presented correctly and well managed.

There are some park locations these tourism promoting policies and management practices are not in place. Creation and implementation needs to be considered to promote new revenue sources. PROS has outlined several options for Explore Park to consider. In any event. PROS feels that some if not all of

these sources could be considered as an option to support the capital and operational needs outlined in the Explore Park Master Plan.

To promote the potential for creating these revenue streams, Roanoke County Parks need to consider establishing an office to pursue grants, alliances, partnerships and sponsorship (GAPS) opportunities in the park.

8.3.1 FUNDING SOURCES FOR CAPITAL IMPROVEMENT AND OPERATING COSTS

The following financial options outline opportunities for Roanoke County Parks to consider in supporting the recommended capital improvements outlined in the Master Plan as well as operational costs associated with managing the system for the future. Many of these funding sources may not be allowed now by the county or have never been used. Consideration to pursue these options through the state legislature may be desired by Roanoke County Parks if a value is observed.

General Obligation Bond: A general obligation bond is a municipal bond secured by a taxing authority to improve public assets that benefit the municipal agency involved that oversee some of the parks like Explore Park and recreation facilities in the county.

Local Option Income Tax for Public Safety: Several cities have used this funding source to help support law enforcement in parks. Other cities have incorporated this option and moved dollars related to park infrastructure to help complete improvements in parks.

Governmental Funding Programs: A variety of funding sources are available from federal and state government for park-related projects. For example, the **Land and Water Conservation Fund** program has been reinstated for 2016 at \$150 million and can provide capital funds to state and local governments to acquire, develop, and improve outdoor recreation areas. **Transportation Enhancement Funds** available through SAFETELU, the current approved federal transportation bill, can be used for trail and related green space development, **AmeriCorps Grants** can be used to fund support for park maintenance.

SAFETULU Funds as well as Safe Routes to School Funds might be pursued for the trail improvements outlined in the plan as well and **Transportation Enhancement Funds**. **Transportation Enhancement Funds** monies require a 20% match by the county and Safe Routes to School Funds require no match by the county.

Paul S. Sarbanes Transit in Parks program under Section 3021 of the Safe, Accountable, Flexible, Efficient Transportation Equity Act. The purpose of the program is to enhance the protection of federal parks and public lands, and to increase the enjoyment of people visiting these Federal lands. The program funds capital and planning expenses for alternative transportation systems in, and in the vicinity of, federally owned or managed parks and public lands. Federal Land Management Agencies and state, tribal and local governments acting with the consent of a Federal Land Management Agency are eligible to participate (i.e., are “qualified participants” or financial assistance “recipients”) in the program. The park might be considered because of the location of Explore Park in proximity to the National Blue Ridge Parkway that runs through the west side of the park.

AmeriCorps Grants should be pursued by the Parks Division of the County to support park maintenance and cleanup of drainage areas where trails are located in the County.

Conservation Reserve Program: The U. S. Department of Agriculture (USDA), through its Agricultural Stabilization and Conservation Service, provides payments to farm owners and operators to place highly erodible or environmentally sensitive landscapes into a 10-15 year conservation contract. The



participant, in return for annual payments during this period, agrees to implement a conservation plan approved by the local conservation district for converting sensitive lands to less intensive uses. Individuals, associations, corporations, estates, trusts, cities, counties and other entities are eligible for this program. Funds from this program can be used to fund the maintenance of open space and non-public-use greenways along bodies of water and ridgelines.

Wetlands Reserve Program: The U.S. Department of Agriculture provides direct payments to private landowners who agree to place sensitive wetlands under permanent easements. This program can be used to fund the protection of open space and greenways within riparian corridors.

Watershed Protection and Flood Prevention (Small Watersheds) Grants: The USDA Natural Resource Conservation Service (NRCS) provides funding to state and local agencies or nonprofit organizations authorized to carry out, maintain, and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements, and recreation planning. The NRCS requires a 50-percent local match for public recreation, and fish and wildlife projects.

Economic Development Grants for Public Works and Development of Facilities: The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30% local match required, except in severely distressed areas where federal contribution can reach 80%.

National Recreational Trails Program: These grants are available to government and nonprofit agencies, for amounts ranging from \$5,000 to \$250,000, for the building of a trail or piece of a trail. It is a reimbursement grant program (sponsor must fund 100% of the project up front) and requires a 20% local match. This is an annual program with an application deadline at the end of January. The available funds are split such that 30% goes toward motorized trails, 30% to non-motorized trails, and 40% is discretionary for trail construction.

Design Arts Program: The National Endowment for the Arts provides grants to states and local agencies, individuals and nonprofit organizations for projects that incorporate urban design, historic preservation, planning, architecture, landscape architecture, and other community improvement activities, including greenway development. Grants to organizations and agencies must be matched by a 50-percent local contribution. Agencies can receive up to \$50,000.

Internal Park Improvement Fund: This funding source is created from a percentage of the overall park admissions to attractions such as sport complexes, golf courses, or special events in a park and would allow a percentage usually in the 3%-5% of gross revenues to be dedicate to the park or recreation facility for existing and future capital improvements. This funding source is used for regional parks, and fee based parks. This type of user fee does not require voter approval but is set up in a dedicated fund to support the existing park for future capital, maintenance and improvements.

Tax Increment Finance District: Commonly used for financing redevelopment projects. A Tax Increment Finance District (TIF) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers that are considered Quality of Life improvements. As redevelopment occurs in the county, the “tax increment” resulting from redevelopment projects is used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself using the additional taxes generated by the

project. TIFs can be used to fund park improvements and development as an essential infrastructure cost. These funds would work well in the downtown park redevelopment and in trail development.

Facility Authority: A Facility Authority is sometimes used by park and recreation agencies to improve a specific park or develop a specific improvement such as a regional park stadium, large recreation center, large aquatic center, or sports venue for competitive events. Repayment of bonds to fund the project usually comes from a sales tax in the form of food and beverage. A facility Authority could oversee improvements for the large facilities; such as a convention type facility, aquatic center and sports field complex.

Utility Lease Fee: Utility lease fees have been used to support parks in the form of utility companies supporting a park from utility easements, storm water runoff and paying for development rights below the ground. This funding source is derived from fees on property own by the county based on measures such as the amount of impervious surfacing as well as fees from utility companies having access through the park. It is used by many cities and counties to acquire and develop greenways and other open space resources that provide improvements in the park or development of trails. Improvements can include trails, drainage areas, and retention ponds that serve multiple purposes such as recreation, environmental protection, and storm water management. This could be a source for the utilities to make a contribution to support the parks and trails in the future.

Transient Occupancy Tax: This funding source is used by many cities and counties to fund improvements to parks from hotels that benefit from the parks in the form of sporting events where participants stay in hotels when they use county owned sports complexes or competitive facilities. The Transient Occupancy Taxes are typically set at 3-5% on the value of a hotel room a 1% sales tax that can be dedicated for park and recreation improvement purposes as well. Because of the value that parks could provide in the way of events, sports, entertainment and cultural events hotels in the area that benefit could be set up with a portion of their occupancy funds going to support park and recreation related improvements. This funding source should be implemented progressively by other communities as the county increases the number of events it sponsors or develops in the park. Tracking the economic value back to the hotels is important to build trust with the hotel business community.

Food and Beverage Tax: This 1/8% sales tax is used by other cities and counties and requires voter approval. These dollars can come from the local community as well as visitors to the county to help pay for a bond to finance future park and recreation related improvements. Food and Beverage Taxes are very well accepted in most communities.

Accumulated Building Funds: Some cities and counties can establish a Cumulative Building Fund for the Parks and Recreation Department. These funds can provide money for building, remodeling and repairing park and recreation facilities. In addition the counties can purchase land with these funds for park and recreation purposes. The Cumulative Building Fund must be proposed by a park board and then approved by the county council in order to levy the tax. The Cumulative Building Fund can provide capital funds that are best utilized for improvements to existing park and recreation amenities and facilities in the system.

Capital Improvement Fee: A capital improvement fee can be added to an admission fee to a recreation facility or park attraction to help pay back the cost of developing the facility or attraction. This fee is usually applied to regional parks, golf courses, aquatic facilities, recreation centers, stadiums, amphitheaters, and special use facilities such as sports complexes. The funds generated can be used either to pay back the cost of the capital improvement on a revenue bond that was used to develop the



facility. Capital improvement fees normally are \$5 per person for playing on the improved site or can be collected as a parking fee or admission fee.

Lease Back: Lease backs are a source of capital funding in which a private sector entity such as a development company buys the park land site or leases the park land and develops a facility such as a park, recreation attraction, recreation center, pool, or sports complex; and leases the facility back to the municipality to pay off the capital costs over a 20 to 30 year period. This approach takes advantage of the efficiencies of private sector development while relieving the burden on the municipality to raise upfront capital funds. This funding source is typically used for recreation and aquatic type facilities, stadiums, civic buildings, and fire stations.

Capital Improvement Fund Purpose. The purpose of the Park and Recreation Capital Improvement Fund is to allow for the collection of fees, donations, and revenue from vending machines, and to allow for depositing those fees, donations, revenues from vending machines in the fund for the purpose of future land acquisition or specific capital improvements as may be deemed necessary by the County Board for future improvement or expansion of Explore Park.

Park and Recreation Capital Improvement Fund. Fees, donations, and revenue from vending machines established. Fees may be established and collected by the park and recreation board for particular special events held on park property as the board may deem necessary for that specific event. Private organizations who hold their event on park property and who charge admission for the event shall donate a portion of those charges to The Park and Recreation Capital Improvement Fund. Revenue from all vending machines placed on park property and accessible to the public shall be placed in the fund.

Partnerships: Explore Park could have an enormous amount of partnership in place. Establishing policies for public/public partnerships, public/not-for-private partnerships and public private partnerships needs to be established with measureable outcomes for each partner involved. Explore Park can gain a lot of operational monies back to the department if they can manage their partnerships in an equitable manner.

8.3.2 FUNDING SOURCES FOR OPERATIONAL DOLLARS

Land Leases/Concessions: Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that will enhance the park and recreational experience in exchange for payments to help reduce operating costs. They can range from food service restaurant operations, lodges, Cell Towers, to full management of recreation attractions. Leases usually pay back to the county a percentage of the value of the land each year in the 15% category and a percentage of gross from the restaurant, lodge or attractions. They also pay sales tax and employee income taxes to the county which supports the overall government system in the county.

Admission to the Park: Many park and recreation systems in the United States have admission fees on a per-car, bike and person basis to access a park that can be used to help support operational costs. Car costs range from \$3 to \$5 a car and \$2 dollars a bicycle or \$2 dollars a person. This would really only apply to Explore Park or special use facilities in the county if it is considered. This fee may be useful for large events and festivals that have the capability to be set up as a fee based park at least on weekends. This is not unusual for County Parks to have fees to access regional parks to support the operations.

Parking Fee: Many parks that do not charge an admission fee will charge a parking fee. Parking rates range from \$3 to \$4 dollars a day. This funding source could work for helping to support special events, festivals and tournaments. County park systems in Florida charge parking fees for beaches, sports

complexes and special event sites. They also have parking meters in parks to support the system or individual park and this could be applied to Explore Park.

User Fees: User fees are fees paid by a user of recreation facilities or programs to offset the costs of services provided by the department in operating a park, a recreation facility or in delivering programs and services. A perception of “value” has been instilled in the community by county parks staff for what benefits the system is providing to the user. As the department continues to develop new programs, all future fees should be charged based on cost recovery goals developed in a future pricing policy. The fees for the parks and/or core recreation services are based on the level of exclusivity the user receives compared to the general taxpayer. It is recommended that user fees for programs be charged at market rate for services to create value and operational revenue for county parks. For services where the County feels that they cannot move forward on adequate user fees to obtain the required cost recovery, consideration of contracting with a not-for-profit and/or private company to help offset service costs should be pursued. This would save the system dollars in their operational budgets while still ensuring the community receives the service to keep the quality of life at a high standard.

Corporate Naming Rights: In this arrangement, corporations invest in the right to name an event, facility, or product within a park in exchange for an annual fee, typically over a ten-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users to the park. Naming rights for park and recreation facilities are typically attached to regional park amenities, sports complexes, amphitheaters, recreation centers, aquatic facilities, stadiums, and events. Naming rights are a good use of outside revenue for parks, recreation facilities or special attractions in the county.

Corporate Sponsorships: Corporations can also underwrite a portion or all of the cost of an event, program, or activity based on their name being associated with the service. Sponsorships typically are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities.

Advertising sales on sports complexes, scoreboards, gym floors, trash cans, playgrounds, in locker rooms, at dog parks, along trails, flower pots, and as part of special events held in the county to help support operational costs have been an acceptable practice in parks and recreation systems for a long time and should be considered for Explore Park to support operational costs.

Maintenance Endowment Fund: This is a fund dedicated exclusively for a park’s maintenance, funded by a percentage of user fees from programs, events, and rentals and is dedicated to protect the asset where the activity is occurring.

Park and Recreation Revenue Revolving Fund: This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees and rental fees within the park system. Explore Park could establish a revolving fund supported by all of the funding sources identified in this section and kept separate from the tax general fund.

Permit Fees: This fee is incorporated for exclusive reservations for picnic shelters, sports fields, special events that are provided by Explore Park for competition tournaments held in the county by other organizations who make a profit off of county-park owned facilities. Permit fees include a base fee for all direct and indirect costs for Explore Park to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on park owned permitted facilities. Alcohol permits should be explored and if determined worthwhile, added to these permits which would generate



more dollars for Explore Park for these special use areas. These dollars could be applied to the Recreation and Park Revolving Fund to help support park improvements and operations.

Tipping Fees. In Michigan some park systems get tipping fees collected at county owned landfills are redirected back to their parks systems to help pay for the cost of litter pick up in county parks.

Land Leases: Many communities across the United States have allowed land leases for commercial retail operations along trails as a source of funding. The communities that have used land leases look for retail operations that support the needs of recreation users of the trails. This includes coffee shops, grill and food concessions, small restaurants, ice cream shops, bicycle shops, farmers markets and small local business. The land leases provide revenue to maintain the trails and/or to be used for in-kind matching.

8.3.3 PRIVATE FUNDING SOURCES

Business/Citizen Donations: Individual donations from corporations and citizens can be sought to support specific improvements and amenities.

Private Foundation Funds: Nonprofit community foundations can be strong sources of support for the department and should be pursued for specific park and recreation amenities. The department has a parks foundation in place and it needs to continue but stronger efforts to have the Foundation support the park systems needs should be explored.

Nonprofit Organizations: Nonprofit organizations can provide support for green space and parks in various ways. Examples include:

Conservancy or Friends Organization: These Park Conservancy's or Friends Groups are a major funding source for parks in the United States and should be considered for Explore Park.

Greenway Foundations: Greenway foundations focus on developing and maintaining trails and green corridors on a county-wide basis. The county could seek land leases along their trails as a funding source, in addition to selling miles of trails to community corporations and nonprofits. The development rights along the trails can also be sold to local utilities for water, sewer, fiber optic, and cable lines on a per mile basis to support development and management of these corridors. Greenway foundations also develop a specific car license tag which cost \$45 as a way to fund the system.

Floodway Funding Sources: Many cities and counties have used floodway funding sources to support development and operations of greenways. This funding source is used extensively in Houston, Texas, and in Cleveland, Ohio.

Greenway Trust Fund: Another strategy used by several communities is the creation of a trust fund for land acquisition and facility development that is administered by a private greenway advocacy group, or by a local greenway commission. A trust fund can aid in the acquisition of large parcels of high-priority properties that may be lost if not acquired by private sector initiative. Money may be contributed to the trust fund from a variety of sources, including the municipal and county general funds, private grants, and gifts.

Greenway Fundraising Programs: Agencies across the United States have used greenways for not-for-profit fundraisers in the form of walks, runs, bicycle races, and special events. The local managing agency usually gets \$2-\$5 per participants in the events to go back to support the operations and maintenance costs.

Greenways Conservation Groups: Conservation groups adopt green corridors to support the operations and capital costs for specific greenway corridors. These groups raise needed money for designated greenways for capital and operations costs.

Local Private-Sector Funding: Local industries and private businesses may agree to provide support for greenway development through one or more of the following methods:

- Donations of cash to a specific greenway segment.
- Donations of services by large corporations to reduce the cost of greenway implementation, including equipment and labor to construct and install elements of a specific greenway.
- Reductions in the cost of materials purchased from local businesses that support greenway implementation and can supply essential products for facility development.

Adopt-A-Foot Program: These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, facilities (bike racks, picnic areas, birding equipment) as well as provide maintenance support. The Adopt-A-Foot program is in the form of cash contributions that range from \$2,640 to \$26,400 over a five-year period.

State Water Management Funds: Funds established to protect or improve water quality could apply to a greenways/trails project if a strong link exists between the development of a greenway and the adjacent/nearby water quality. Possible uses of these funds include the purchase of critical strips of land along rivers and streams for protection, which could then also be used for greenways; develop educational materials, displays; or for storm water management.

Estate Donations: Wills, estates, and trusts may be also dedicated to the appropriate agency for use in developing and/or operating the regional park or greenway system.

8.3.4 VOLUNTEER SOURCES

Adopt-an-Area of a Park: In this approach local groups or businesses make a volunteer commitment to maintaining a specific area of a park. Adopt-an-Area of a Park arrangements are particularly well-suited for the department.

Adopt-a-Trail: This is similar to Adopt-a-Park but involves sponsorship of a segment of a trail (e.g., one mile) for maintenance purposes.

Community Service Workers: Community service workers are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, and assisting in painting or fix up activities. Most workers are assigned 30 to 60 hours of work. This would seem to be a good opportunity for the parks to work with the sheriff's department on using community service workers.

VOLUNTEER ASSISTANCE AND SMALL-SCALE DONATION PROGRAMS

Greenway Sponsors: A sponsorship program for greenway amenities allows for smaller donations to be received both from individuals and businesses. The program must be well planned and organized, with design standards and associated costs established for each amenity. Project elements that may be funded can include mile markers, call boxes, benches, trash receptacles, entry signage and bollards, and picnic areas.

Volunteer Work: Community volunteers may help with trail construction, as well as conduct fundraisers. Organizations that might be mobilized for volunteer work include the Boy Scouts and Girl Scouts.



8.3.5 GRANTS

Many communities have solicited greenway funding from a variety of sources including public agencies, private foundations and other conservation-minded benefactors. Some of these grants include:

Land and Water Conservation Fund (LWCF) Outdoor Recreation Legacy Partnership Program (ORLP)

The National Park Service (NPS) has opened the application process for this year's Land and Water Conservation Fund (LWCF) Outdoor Recreation Legacy Partnership Program (ORLP). This \$15 million nationally competitive grant program specifically targets recreation spaces in urban communities.

In 2015, NPS awarded \$3 million in grants to eight pilot projects. This will be the second time the ORLP grant opportunity has been available.

In addition to offering significantly more funding this year (\$15 million overall), NPS will accept proposals ranging between \$250,000 and \$750,000 in support of land acquisition and development in communities with a population of 50,000 and above. Priority will be given to projects serving economically disadvantaged areas. There is also a pilot "planning grant" program awarding up to \$75,000 to fund planning studies in an effort to help target park and recreation investment to urban areas where it is needed most.

Eligibility - State and local government agencies, including park districts, within or serving areas with populations of 50,000 or more people may apply. Proposals should be developed in cooperation with the lead LWCF agency (State Liaison Officer) for your state.

The Helen C. Cobbs Foundation: Given primarily in Roanoke, VA for

- **Community and economic development;**
- Education;
- Education services;
- Human services;
- **Out-of-school learning;**
- Protestantism;
- Scouting programs;
- **Youth development.**

Community Foundation of Western Virginia: The foundation seeks to foster positive change on behalf of the community by: 1) enabling donors to carry out their charitable intent through prudently administered permanent endowment funds; 2) offering a comprehensive array of services to encourage, advance and educate concerning effective philanthropy; 3) making creative grants to meet continuing and emerging community needs and opportunities; and 4) providing leadership in identifying and assessing community issues and acting as a catalyst to initiate specific responses.

Farrell Foundation: Giving primarily in Roanoke, the foundation supports police agencies and organizations involved with arts and culture, education, spinal cord injuries, human services, community development, and Catholicism.

Horace G. Fralin Charitable Trust: The trust primarily provides grants to qualified charitable organizations in Roanoke Valley, VA for the purchase, construction, renovation or expansion of buildings, equipment and other capital assets of a long-term nature that help the organizations to further their goals.

Sam & Marion Golden Helping Hand Foundation: The foundation supports food banks and organizations involved with arts and culture, education, health, recreation, human services, and Judaism.

Investco Foundation: The foundation supports health clinics and food banks and organizations involved with media, higher education, housing development, and human services.

Taubman Foundation for the Arts: The foundation supports programs and services geared towards celebrating arts and culture, primarily in Virginia and New York.

Gordon C. Willis Charitable Trust: The foundation supports programs and services geared towards celebrating arts, education and human services, primarily in Virginia.

National Fish and Wildlife Foundation: The foundation fosters cooperative partnerships between the public and private sectors to support conservation activities; among its goals are species habitat protection, conservation education, natural resource management, habitat and ecosystem restoration, and leadership training.

Acres for America: In partnership with Wal-Mart Stores, Inc., the program provides funding for projects that conserve important habitat for fish, wildlife, and plants through acquisition of interest in real property. The goal of the program is to offset the footprint of Wal-Mart's domestic facilities on at least an acre by acre basis through these acquisitions. Preference will be given to acquisitions that are part of published conservation plans, state wildlife action plans, or Endangered Species Act recovery plans, all applicants must secure a 1:1 minimum cash or in-kind match to be eligible for funding.

Environmental Solutions for Communities: With support from Wells Fargo, the program seeks to support projects that link economic development and community well-being to the stewardship and health of the environment. Collectively, investments under this initiative will promote a sustainable future for communities by supporting sustainable agricultural practices and private lands stewardship; conserving critical land and water resources and improving local water quality; restoring and managing natural habitat, species, and ecosystems that are important to community livelihoods; facilitating investments in green infrastructure, renewable energy and energy efficiency; and encouraging broad-based citizen participation in project implementation. Grants range from \$25,000 to \$100,000 for projects of 18 months. Eligible applicants include nonprofit 501(c) organizations; state, tribal, provincial, and local governments; and educational institutions working in states and communities where Wells Fargo operates. Individuals, federal agencies, and private for-profit firms are not eligible. Projects that seek funding for political advocacy, lobbying, litigation, fundraising, or legally mandated mitigation projects are not eligible.

Fisheries Innovation Fund: Given in conjunction with the National Oceanic and Atmospheric Administration, the Walton Family Foundation, and the Gordon and Betty Moore Foundation, this fund seeks to fund innovative ideas about how to use catch shares to bolster fishing communities while maintaining sustainable fisheries. Grants ranging from \$50,000 to \$200,000 will be awarded.

National Wildlife Refuge Friends Group Grant Program: This program provides competitive seed grants (\$1,500 to \$5,000) to creative and innovative proposals that seek to increase the number and effectiveness of organizations interested in assisting the National Wildlife Refuge System nationwide. Grants will be awarded in the following categories: start-up grants (providing funds to assist starting refuge organizations with formative and/or initial operational support); capacity-building grants (providing funds to strengthen the capacity of existing organizations to enable them to be more effective); and project-specific grants.

Native Plant Conservation Initiative: Through this initiative, grants of federal dollars will be provided to nonprofit organizations and agencies at all levels of government to promote the conservation of native plants and pollinators. The program is conducted in cooperation with the Plant Conservation Alliance



(PCA). It is expected that all grant funds will be matched by non-federal contributions from project partners. In-kind contributions of goods or services are eligible as match for this program.

National Park Foundation: The foundation funds programs on a national level that promote leadership and innovation in conservation, educate youth, encourage volunteerism, enhance the national park visitor experience, and connect diverse communities to share its heritage.

American Hiking Society: The society promotes and protects foot trails and the hiking experience.

Bikes Belong Foundation: The foundation focuses on bicycle safety, children's bicycling programs, and supporting innovative and grassroots efforts to make bicycling safer and more accessible for all.

Rails-to-Trails Conservancy: The conservancy works to create a nationwide network of trails from former rail lines and connecting corridors to build healthier places for healthier people.

Virginia Recreational Trails Program (RTP): The Recreational Trails Program (RTP) is a matching reimbursement grant program for the building and rehabilitation of trails and trail related facilities. DCR partners with the Federal Highway Administration to run the program.

KaBoom: KaBOOM! and Dr Pepper Snapple Group have partnered to award (5) \$20,000 Let's Play Video Contest Grants to winners of the online Let's Play Video Contest, held in spring each year. Playground grants will be awarded to qualifying U.S.-based organizations for the purchase of new playground equipment that will be built using the KaBOOM! community-build model.

Let's Play Community Construction Grants: Dr Pepper Snapple & KaBOOM! have teamed up to offer \$15,000 grants to be used toward the purchase of playground equipment. Grantees will lead their community through a self-guided planning process, using the \$15,000 grant towards the total cost of playground equipment and assembling the playground using the KaBOOM! community-build model. Grantees have up to one year to build the playground and will have the support of a remote KaBOOM! Grants Manager and an onsite Certified Playground Installer.

American Academy of Dermatology Shade Structure Grants: The AAD Shade Structure Grant Program awards grants of up to \$8,000 to public schools and non-profit organizations for installing permanent shade structures for outdoor locations that are not protected from the sun, such as playgrounds, pools or recreation spaces.

Home Depot Foundation: Grants, up to \$5,000, are available to IRS-registered 501c designated organizations and tax-exempt public service agencies in the U.S. that are using the power of volunteers to improve the physical health of their community.

Lowe's Community Partners Grants: Lowe's Community Partners grant program helps build better communities by providing monetary assistance to nonprofit organizations and municipalities looking for support of high-need projects such as: building renovations/upgrades, grounds improvements, technology upgrades as well as safety improvements.

Grants range from \$2,001 to \$100,000, with most projects falling between \$10,000 and \$25,000. Our Lowe's Heroes employee volunteer program is another opportunity for support, which Lowe's can provide to some grant recipients to help supplement the labor of projects. We encourage applicants to speak to their local store manager to see if this is a possibility before applying.

The Lorrie Otto Seeds for Education Grant Program: The Lorrie Otto Seeds for Education Grant Program gives small monetary grants to schools, nature centers, and other non-profit and not-for-profit places of learning in the United States with a site available for a stewardship project. Successful non-school

applicants often are a partnership between a youth group (scouts, 4-H, etc.) and a site owner. Libraries, government agencies and houses of worship are eligible subject to youth participation.

United Way of Roanoke Valley: UWRV identifies and solicits the participation of the best potential partners to ensure positive community change. Partnerships are based on relationships that achieve a common goal through collective efforts. Our coverage area includes Roanoke County, Roanoke City, Botetourt County, Craig County, and the City of Salem.

L.L. Bean Company: Given our rich outdoor heritage, we focus giving on national and local outdoor conservation and recreation organizations. To this end, L.L.Bean has given more than \$14 million to local, state, regional and national conservation organizations in the last ten years. Primary activities include the maintenance and protection of our natural resources; efforts to engage more young people in activities that are relevant to our product line, such as camping, hiking, cycling, canoeing, kayaking, fly fishing, hunting, snowshoeing and cross-country skiing.

Hilton Worldwide Corporate Giving Program: Hilton Worldwide makes charitable contributions to nonprofit organizations involved with sustainability, community, culture, and opportunity. Support is given primarily in areas of company operations.

BNSF Railway Foundation (formerly BNSF Foundation): The foundation supports organizations involved with arts and culture, higher education, the environment, health, substance abuse services, crime and violence prevention, recreation, human services, diversity, , children and youth, minorities, women, and economically disadvantaged people, and awards college scholarships to high school seniors, college sophomores, and Native Americans.

EQT Foundation, Inc.: The foundation supports programs designed to promote education for children and adults; encourage the development of safe and livable communities; promote the environment and preservation of local natural resources; and foster understanding and appreciation of culture and heritage.

The Brandt Foundation: Giving primarily in VA; some giving in CO. The foundation supports: Arts and culture, historic preservation, historical activities.

Marietta McNeill Morgan & Samuel Tate Morgan, Jr. Trust: The Foundation supports: Arts, historic preservation, historical activities, museums, children and youth programs culture, education.

American Greenways Eastman Kodak Awards: The Conservation Fund's American Greenways Program has teamed with the Eastman Kodak Corporation and the National Geographic Society to award small grants (\$250 to \$2000) to stimulate the planning, design, and development of greenways.

REI Environmental Grants: Recreational Equipment Incorporated awards grants to nonprofit organizations interested in protecting and enhancing natural resources for outdoor recreation. The company calls on its employees to nominate organizations for these grants, ranging from \$500 to \$8,000, which can be used for the following:

- Protect lands and waterways and make these resources accessible to more people.
- Better utilize or preserve natural resources for recreation.
- Increase access to outdoor activities.
- Encourage involvement in muscle-powered recreation.
- Promote safe participation in outdoor muscle-powered recreation, and proper care for outdoor resources.



Coors Pure Water 2000 Grants: Coors Brewing Company and its affiliated distributors provide funding and in-kind services to grassroots organizations that are working to solve local, regional and national water-related problems. Coors provides grants, ranging from a few hundred dollars to \$50,000, for projects such as river cleanups, aquatic habitat improvements, water quality monitoring, wetlands protection, pollution prevention, water education efforts, groundwater protection, water conservation and fisheries.

World Wildlife Fund Innovative Grants Program: This organization awards small grants to local, regional and statewide nonprofit organizations to help implement innovative strategies for the conservation of natural resources. Grants are offered to support projects that accomplish one or more of the following: (1) conserve wetlands; (2) protect endangered species; (3) preserve migratory birds; (4) conserve coastal resources; and (5) establish and sustain protected natural areas, such as greenways.

Innovative grants can help pay for the administrative costs for projects including planning, technical assistance, legal and other costs to facilitate the acquisition of critical lands; retaining consultants and other experts; and preparing visual presentations and brochures or other conservation activities. The maximum award for a single grant is \$10,000.

Steelcase Foundation: Steelcase Foundation grants are restricted to locally sponsored projects in areas where there are Steelcase Inc. manufacturing plants. In general, Steelcase does not wish to be the sole funder supporting a program. Grants are also only made to nonprofit organizations. It does support educational and environmental projects, and is particularly interested in helping the disadvantaged; disabled, young and elderly improve the quality of their lives. Applications may be submitted anytime and are considered by the Trustees four times a year.

Wal-Mart Foundation: This foundation supports local community and environmental activities and educational programs for children (among other things). An organization needs to work with the local store manager to discuss application. Wal-Mart Foundation only funds 501(c) 3 organizations.

Kresge Foundation: provides grants for signature parks in art, health and youth related services.

8.3.6 PARKS AND RECREATION ADDITIONAL FUNDING SOURCES

The following funding sources can provide revenue opportunities for Explore Park, but it will take a dedicated staff person to investigate and pursue the source and manage for the future. The following are funding sources that can be developed for the County.

Community Forest and Open Space Program: Federal Grant with Estimated Total Program Funding of \$3,150,000. Individual grant applications may not exceed \$400,000. The program pays up to 50% of the project costs and requires a 50% non-federal match. Eligible lands for grants funded under this program are private forests that are at least five acres in size, suitable to sustain natural vegetation, and at least 75% forested.

Congestion Mitigation and Air Quality Program-fund: This source is for transportation projects that improve air quality and reduce traffic congestion. Projects can include bicycle and pedestrian projects, trails, links to communities, bike rack facilities. Average grant size \$50-\$100,000.

Community Facilities Grant and Loan Program-Grant Program: This source is established to assist communities with grant and loan funding for the expansion, renovation and or remodeling of former school facilities and or existing surplus government facilities that have an existing or future community use. Facilities may be space for community gatherings and functions, recreational athletic facilities for

community members, particularly youth. These include space for non-for-profit offices, childcare, community education, theater, senior centers, youth centers, and after school programs. CFP match requirements for requests up to \$250,000 are 10-% eligible project costs. For requests over \$250,000 to \$1 million, the match is 15%.

American Hiking Society: Fund on a national basis for promoting and protecting foot trails and the hiking experience.

The Helen R. Buck Foundation: This foundation provides funding for playground equipment and recreational activities.

Deupree Family Foundation: The Deupree Family Foundation provides grants for Recreation, parks/playgrounds, and children/youth, on a national basis. This foundation supports building/renovation, equipment, general/operating support, program development, and seed money.

The John P. Ellbogen Foundation: Children/youth services grants as well as support for capital campaigns, general/operating support, and program development.

Economic Development Grants for Public Works and Development of Facilities: The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30% local match required, except in severely distressed areas where the federal contribution can reach 80%.

8.3.7 OPERATIONAL FUNDING COSTS OPPORTUNITIES

The Department has numerous revenue sources to draw from to support operational and management costs that include long term capital replacement costs. The following are funding options to consider in operations of the system.

Concessions: Concessions can be leased to a private operator for a percentage of gross profits. Typically, 15%-18% of gross profits for concessions of a profit operator, or a managing agency over a park site could manage concessions.

Parking Fees: During major special events, the park system could charge a \$5 parking fee for special events in the park.

Field Permits: The county can issue recreation use permits for activities in the park. Permits typically cover the operational cost of each event and management costs. If a private operator desires to rent the site for a event for private gain, the county should provide a permit fee plus a percentage of gross from the event for the exclusive use of the fields.

Admission Fee: An admission fee to an event in the park can be utilized.

Walking and Running Event Fees: Event fees for walking and running events in the park can be assessed to cover safety staff managing the event in the park.

Food and Equipment Sponsors: Official drink and food sponsors can be utilized for the district. Each official drink and food sponsor pays back to the county a set percentage of gross. Typically, this is 15%-20% of costs for being the official product and receiving exclusive pouring and food rights to the complex. Likewise official equipment sponsors work well for trucks, mowers, and tractors.



Advertising Revenue: Advertising revenue can come from the sale of ads on banners in the parks. The advertising could include trashcans, trail markers, visitor pull trailers, tee boxes, scorecards, and in restrooms.

Wi-Fi Revenue: The county can set up a Wi-Fi area whereby a Wi-Fi vendor is able to sell the advertising on the Wi-Fi access banner to local businesses targeting the users of the site. This revenue has amounted to \$20,000-\$50,000 in revenue for similar systems.

Cell Tower: Cell tower leases can be used. This revenue source would support \$35,000-\$50,000 annually for the site if cell towers in areas needing cell towers.

Program Fees: Program fees to support existing programs can be employed in the form of lessons, clinics, camps, life skill programs, and wellness and fitness. These types program help support the operations of the park and recreation system as a whole.

Special Event Sponsors: Special events provide a great venue for special events sponsors as it applies to a concert, stage, entertainment, and safety.

Room Reservations: Rental of rooms in the park system can gain operational revenues from these amenities with a typical range of \$200-\$500 a day for exclusive rental reservations.

Special Fundraiser: Many agencies hold special fundraisers on an annual basis to help cover specific programs and capital projects to be dedicated to a facility or county-wide as a whole.

Catering: The department has many sites that set up well to have high, medium and low level caterers on contract that groups can use. Caterers usually provide the parks with a fixed gross rate on food and beverage at 12%-15% of the cost of food and 18% of drink back to the Department.

CHAPTER NINE - IMPLEMENTATION PLAN

9.1 PERFORMANCE MEASURES

It is recommended that the following key performance measures be established for Explore Park. These performance indicators help the park staff move from an “effort-based culture” to an “outcome-based culture.” The performance measure results need to be presented at least twice a year so the staff remains focused on what is most important for achieving the vision for the park.

- Cost recovery goals for the park meet within 95% of targeted goal.
- Development fund raising goals meet within 95% of targeted goals through grants, sponsorships, advertising, special fundraisers, gift giving and other sources of income as outlined in the pro-forma.
- Volunteer support is 15% of the manpower to operate the park until the park is fully operational.
- Phase one, two and three development meets the timelines established and stays within 10% of the construction costs established.
- Visitor participation meets projections at the gate and the various attractions.
- Customer satisfaction rates are 90% satisfied from the experiences received in the park.
- Partnership goals are met for investing in the park as outlined in the business plan.
- Community relations and marketing implement 80% of the marketing plan goals within the next two years.
- Programs created in the park meet 90% of what is outlined in the park with a customer satisfaction level at 90%.
- Park maintenance standards meet 90% of the standards outlined for trails, cleanliness, ground maintenance and tree maintenance in the park.





9.2 ACTION PLAN

9.2.1 VISION

The following vision presents how Explore Park desires to be viewed in the future:

“Exceptional People, Quality Park Experiences, Dynamic Programs, World Class Amenities...Explore Park: Where Adventure Meets Opportunity.”

Or

“A well-loved, well used destination park for outdoor recreation and adventure, designed for family and individual enjoyment, drawing visitors locally, and regionally, as well as travelers on the Blue Ridge Parkway.”

9.2.2 MISSION

The following is the mission for Explore Park on how they will implement the vision:

“It is our Mission to protect, maintain and preserve Explore Park where people of all ages may participate in activities blending environmental education and adventure recreation into many positive experiences for years to come.”

OR

“To serve the community by providing the region’s best Public Park and most beloved forest and river experience.”

9.2.3 LAND ACTIONS

“Our Vision for land is to preserve the history and heritage of the park so future generations will be able to appreciate what Explore Park provides to Roanoke County for environmental, adventure recreation and tourism purposes.”

GOAL

Develop the park in a responsible and financially sustainable manner for recreation and environmental purposes.

Strategies and Tactics

- Develop Phase One Improvements.
 - Finalize the design and specifications for phase one development.
 - Secure the final amount of money after bidding out the project.
 - Install Phase One.
- Design Phase Two and Three.
 - Finalize design specifications.
 - Secure the capital money to finish phase 2 and 3 and bid out the improvements for development.
 - Construct the facilities in the years designated.
- Remove non-native species in the park.
 - Continue to remove non-native species in the park to open the park up so visitors can see the value of the spaces.

- Develop a method to control the growth on non-native species so the staff and volunteers do not have to go back and do it again.
- Continue to update existing amenities in the park such as trails, and add new amenities such as the zip line, a regional playground, urban camping, picnic areas, adventure sport facility, concession and restaurant facilities, Alpine skiing/tubing center, special event area, etc.
 - Develop a cost benefit approach to each new amenity and be sure to create a balance of experiences for all age segments in the community.
 - Price services correctly for key amenities and services in the park.
 - Exceed expectations of users via quality design that generates a “Wow” factor and ensures a memorable experience.
- Maintenance Standards are implemented in the park as outlined in the Business Plan.
 - Maintenance equipment is purchased to achieve the maintenance level of standards desired for each area of the park.
 - Approved maintenance standards are implemented in the park for each zone in the park.
 - Cost of service assessment done yearly on maintenance cost by zone.
- Increase land development partnerships in the park to support operational revenues.
 - Leases should be considered for the campground, alpine center, adventure center and lodge and wine expo center.
 - Find various utility service providers willing to invest in the park as a partner to bring in gas, electrical and sewer services.
 - Work with local tourism and community development agencies on the types of business partners that would support the park and the economy of Roanoke County to develop on site leases in the park.
 - Create a feasibility assessment for each interested partner who would like to lease land in the park for tourism or recreation purposes.
- Find partnership grants for amenities in the park.
 - Seek partnership grants for health and wellness trails, adult beverage expo facility, concession facility, amphitheater in the park.
 - Utilize donor and foundation support for major attractions in the park.
 - Pursue a hospitality center partner to help build a hospitality center.

9.2.4 FACILITY AND AMENITY ACTIONS

“Our vision for facilities and amenities is to produce revenue and to meet program user needs.”

GOAL

Create “signature facilities and amenities” that energize the park and create memorable experiences for people of all ages.

Strategies and Tactics

- Develop one or two new amenities each year for the next six years to build enthusiasm for the park and a strong user base.
 - Design facilities to produce revenue.
 - Design facilities that have wide age segment appeal.
 - Design and develop those facilities that build a destination park for the community and support tourism.



- Work with a local college or university to establish a degree in outdoor adventure for students interested in managing adventure sports facilities or park management.
 - Encourage part-time workers and volunteers to get certified in the various types of adventure sports to become instructors and managers.
 - Encourage all race and ethnic groups to take advantage of the program.
- For each amenity developed determine who the target market is for that amenity. Create (5) experiences for each age segment by adding the appropriate level of amenities in the park.
 - Seek partnerships to help build the various amenities in the park.
 - Exceed the users' expectations for the value of the experience as it applies to all facilities.

9.2.5 PROGRAMMING ACTIONS

“Our vision for programming in Explore Park will be to develop programs that attract a variety of users and teach outdoor adventure skills and environmental education through positive learning experiences.”

GOAL

Involve at least 10,000 users annually in program activities through effective programs and services.

Strategies and Tactics

- Develop core programs in natural science and history, recreation and wellness, outdoor adventure, active seniors, youth services, families, adaptive sports, and special events.
 - Develop two core programs a year on a year round basis to get to 8 core programs by the 8th year of operation.
 - Follow the core program standards outlined in the Business Plan.
 - Develop outdoor adventure and special events as the first two core program areas.
 - Hire certified and trained instructors to teach outdoor adventure skills and hire good program staff who know how to set up special events.
- Develop partnerships with local event providers to host events in the park beginning in 2017.
 - Seek out event organizers and partners to develop events in the park after phase one, two and three are completed.
 - Develop partnerships with Outward Bound, Boy Scouts, Campfire Boys and Girls, in 2016.
 - Develop on-going fitness and wellness programs with local hospitals including establishing heart healthy trails and wellness events in the park.
- Develop Family Programs beginning in 2017.
 - Develop a program plan for families that includes outdoor hiking, mountain biking, primitive camping, health and wellness and adventure sports in the park.
 - Partner with agencies in Roanoke County to design programs to provide family oriented services.
 - Develop official adventure sport venues including a mountain bike skill course, climbing tower, alpine center and adventure sport center.

9.2.6 OPERATIONS AND STAFFING ACTIONS

“Our vision for operations and staffing is to hire and train staff on all elements of the business plan and to incorporate key performance indicators into their individual work plan to support the vision and mission of the park.”

GOAL

Staff and volunteers are highly trained in customer service and in the skills they need to perform their work at the highest level possible.

Strategies and Tactics

- Staff will be hired and trained to meet the expectations of their job descriptions.
 - Each staff will develop a training program for themselves on areas they need to build their skill levels so as to maximize their performance.
 - Develop a yearly work plan with performance indicators for each staff person and with quarterly reviews.
 - Management standards for marketing, program and maintenance operations will be followed as outlined in the business plan.
- Part-time staff and volunteers will be hired on an as needed basis with training provided before they start their work.
 - Part-time staff and volunteers will be recruited and trained for each position that they are hired for.
 - Recognition and awards program established for part-time and volunteer workers each year.
- Operational policies outlined in the business plan are enacted.
 - The six policies outlined in Appendix 3 of the business plan will be utilized in 2017.
 - Staff will be trained on policies and how to interpret them to the community.

9.2.7 MARKETING ACTIONS

“Our vision for marketing is to energize and invite users to the park, as well as position the park as a major destination attraction by 2023.”

GOAL

Develop and implement the marketing plan section of the business plan over the next five years.

Strategies and Tactics

- Develop a data collection system to track users to the park as it applies to core recreation programs, future campground users, zip line users, adventure center, alpine course, picnic shelter users, and special event users.
 - Determine the process to collect the data and train volunteers and staff to collect data as needed.
 - Report quarterly on the results of data collected.
 - Work with the marketing and program staff on how to use the data to make better program decisions.
- Develop an on-going Survey Monkey and customer service app to gauge user input into how they feel about the services and programs provided in the park as well as set up a social network site to capture data from users on their experiences.
 - Develop a social media transformation process with all social networks available.
 - Track the results and make adjustments to the programs as needed from Survey Monkey work and intercept surveys.
 - Centralized reservation system set up for reservations of picnic shelters and programs.



- Develop program themes for the park for each year that focus on wellness and fitness, adventure recreation, camping, mountain biking, anniversaries of key amenities developed, special events to be held in the park, special family programs, customer appreciation days and It's in Our Nature Programs.
 - Work with program staff to develop the themes.
 - Seek financial funding for the programs between users and sponsors based on an established budget for each event.
 - Implement the events with event partners and volunteers.
- Develop a Communication Plan for the Park.
 - Develop a weekly and monthly communication plan for the park based on using social media and website technology.
 - Establish a budget for communications to implement the communications plan and cross promote with other attractions in Roanoke County and the region.
 - Communicate the results of the communication plan.
- Develop a brand message for the park using effective signage, effective pictures, special events, use of logo, incorporating history into programs, creating fun programs for all ages .
 - Demonstrate how Explore Park contributes to the community.
 - Demonstrate in all publications the benefits and experiences that can be found in Explore Park.
 - Price services effectively to the value received.



CHAPTER TEN - CONCLUSION

Explore Park is one of Roanoke County's defining assets and a key natural resource. Currently, Explore Park is underutilized and lacks connectivity and sufficient public amenities. A revitalized Explore Park has the opportunity to serve as a centerpiece for Roanoke County that leverages economic, environmental, and cultural benefits. The community recognizes these opportunities and has called for a cohesive plan to transform Explore Park into an iconic and vibrant public amenity.

This business plan demonstrates what Explore Park is capable of in creating a year round experience through events, programs and services, as well as in revenue generation. The key is to align the goals for Explore Park with current and future resources, as well as the expectations, values and recreation desires of the community.





APPENDIX1 - QUALITY ASSURANCE FORMS

CONCESSIONS

Date _____ Facility _____ Program _____

Rank 1, 2 or 3 (1 = unacceptable, 2 = average, 3 = exceptional)

Facility Conditions

- ___ Floors swept and clear of debris.
- ___ Countertops clean and sanitary.
- ___ Storage is packed neatly and accessible.
- ___ Garbage picked up around snack bar and dining area.
- ___ Dining tables / chairs clean and sanitary.
- ___ Equipment functioning correctly.
- ___ Office area is clean and useable.
- ___ Notes: _____

Staff

- ___ Engaged with customers in friendly manner.
- ___ Show up on time.
- ___ Staff shirt / name tag visible on the right chest / no open toed shoes.
- ___ No eating in the snack bar.
- ___ No cell phones.
- ___ Notes: _____

Operations

- ___ Quick with food prep and distribution.
- ___ Are making correct money exchanges.
- ___ Plenty of money available for making change.
- ___ Notes: _____

Paying Customers

- ___ Appear to be having a good transaction.
- ___ Being served quickly after placing order.
- ___ Line is moving quickly.
- ___ Notes:

Additional notes can be added on reverse side.



RENTAL CHECK UPS

Date: _____

You will need to pass this to the next staff person so the entire day can be evaluated.

If there are multiple rentals in same room throughout the day/evening, just initial in same box for each rental. Thanks!

Please initial when checking below rentals

| Beginning of rental: | Room 1 | Room 2 | Room 3 | Room 4 | Room 5 |
|---|-----------|-----------|-----------|-----------|-----------|
| Room is set up according to contract, including equipment, coffee service, etc. | | | | | |
| Renter received friendly greeting/welcome | | | | | |
| Bathrooms clean and stocked | | | | | |
| Lights working and switches shown to renter | | | | | |
| Renter is reminded of facility rules, esp. use of fog machine, tape, etc. (if applicable) | | | | | |
| During Rental | | | | | |
| Rental is going well; all needs are met | | | | | |
| Staff is courteous when talking to renter about any rules being broken | | | | | |
| Bathrooms clean and stocked | | | | | |
| Conclusion of Rental | | | | | |
| Renter is thanked for using center | | | | | |
| Renter is gently reminded of what needs to be done on their part | | | | | |
| Renter left on time | | | | | |
| Center equipment secured following rental | | | | | |
| Condition of room when renter vacates is satisfactory | | | | | |
| Comments: | | | | | |

QUALITY ASSURANCE CHECKLIST

Date _____ Evaluator _____

Facility _____ Program _____

Staff Working _____

Rank 1, 2 or 3 (1 lowest, 2 average, 3 exceptional)

Facility Conditions

_____ Area is free of garbage, trash cans are not overflowing.

_____ Area is safe of hazardous conditions.

_____ Bathrooms are cleaned and stocked.

_____ Concessions are organized and stocked.

_____ Overall feel of facility is safe, clean and green.

Notes:

Staff

_____ Begin work on time / opening facility on time.

_____ Staff shirt / name tag visible on the right chest / closed toe shoes.

_____ Personal cell phones are not in use.

_____ First Aid supplies are available and stocked.

_____ Staff greets patrons and is courteous and helpful.

_____ Line of customers is being attended to quickly.

_____ Staff is not eating food or having it visible to public.

Notes:

Patrons

_____ Customers are wearing appropriate safety equipment.

_____ Customers are enjoying their experience (smiles, laughter).

_____ Children are being attended to and not participating in unsafe activities.



CUSTOMER SERVICE QUALITY ASSURANCE CHECKLIST

Date: _____

Time: _____

Location: _____

Evaluator: _____

(Exceptional = 3; Good = 2; Poor = 1)

| Customer Service Staff | N/A | Except/Good / Poor | Comments |
|--|-----|--------------------------|----------|
| *Greeted by staff when entering | | | |
| * Knowledgeable (1st priority for customers) | | | |
| * Enthusiastic and helpful (2nd priority) | | | |
| * Staff is friendly and engaging to public | | | |
| * Staff is friendly and courteous to each other | | | |
| * On time, organized, prepared | | | |
| * Gives attention to all participants/guests (internal and external) | | | |
| * Uses positive reinforcement with difficult situations. | | | |
| * Follows dress code | | | |
| * Follows safety guidelines | | | |
| * Name tag is visible | | | |
| * Team player-works for good of whole program | | | |
| * Work area is neat and clean | | | |
| * Facility is neat and clean | | | |
| * Brochures and flyers are stocked and current | | | |
| * Customers (internal & external) treated with dignity and respect | | | |
| Notes: | | | |

WEEKLY FACILITY QUALITY ASSURANCE

Date: _____ Time: _____

Rank 1, 2 or 3 (1-unacceptable, 2-good, 3-exceptional) or NA

| Facility Conditions - Indoors | Ranking | Notes |
|--|---------|-------|
| Floors clean and free of debris | | |
| Windows clean and free of handprints | | |
| Bathrooms clean and well-stocked | | |
| Water fountains clean and free of debris | | |
| Flyer Racks neat and full | | |
| Front Counters clean and neat | | |
| Lobby areas clean and clutter free | | |
| Interior Walls and ceilings clean, free of cobwebs | | |
| Lights working in all rooms | | |
| Equipment stowed properly | | |
| Walk areas clear of equipment | | |
| Storage areas organized, easy to walk through | | |
| Tables & chairs clean and properly stored when not in use | | |
| Kitchen - fridge, stove, counters, etc. | | |
| Facility Conditions - Outdoors | | |
| Covered Walkway around perimeter clean and cobweb free | | |
| Lights (exterior) working | | |
| Walkways and sidewalks clean and debris free | | |
| Trash cans & ashtrays empty and clean on outside | | |
| Planter areas clean and attractive | | |
| Patio area clean and attractive | | |
| Staff and Volunteers | | |
| Dressed appropriately and name tags on | | |
| Customers (internal & external) treated with dignity & respect | | |
| Are friendly, helpful, knowledgeable | | |



| | | |
|---------------------------------------|--|--|
| Programs and Rentals | | |
| People appear to be happy and engaged | | |
| Needs and interests are being met | | |
| Safety and supervision is apparent | | |
| Activities appropriate for population | | |

_____ Staff Initials (completing above items to be repaired) _____

Staff Evaluator

APPENDIX 2 - JOB DESCRIPTIONS

PROGRAM COORDINATOR

Position Title: Recreation Program Coordinator

Incumbent:

Urgency: Immediate

Supervisor: Park Manager of Explore Park

Incumbent Signature

Supervisor Signature

The Recreation Program Coordinator plans, implements and evaluates a comprehensive outdoor recreation program schedule. The responsibilities of this position include providing hands-on learning experiences that build self-confidence, teach and practice outdoor recreation skills, develop decision making abilities and encourage positive interactions with others. This position reports directly to the Park Manager of Explore Park. This position is suitable for transitional duty.

FLSA STATUS - Exempt

JOB RESPONSIBILITIES - (ILLUSTRATIVE)

- Coordinates an overall comprehensive outdoor recreation program management plan for the Explore Park.
- Supervises, trains and directs part-time staff and volunteers and contract instructors as assigned.
- Provides outdoor recreation programs that serve to enhance the mission, vision and values of Explore Park.
- Designs, facilitates, provides skills instruction and helps evaluate quality outdoor adventure recreation and environmental education programs within the park staff.
- Presents outdoor recreation programs at assigned locations. Programs may be at non-standard hours, on weekends, evenings and holidays.
- Ensures that program content reflects the goals of Explore Park.
- Assists in evaluating programs, offers recommendations for improvement and actively participates in revision of programs.
- Assists in maintaining the Recreation Division equipment and program materials.
- Maintains accurate records of programs delivered, attendance and program evaluation data.
- Purchases supplies, as directed for recreation programs.
- Assists in research, design, development and review of educational or promotional materials such as handouts, brochures and presentations as assigned.
- Participates in special events or projects involving the Recreation Division.
- Performs duties in a safe and efficient manner, to maintain a safe work and participant environment. Responds to hazardous situations or potentially unsafe conditions by taking corrective actions and notifies supervisor.
- Provides timely response to public inquiries.
- Keeps supervisor informed of essential issues.
- Inspects and performs light maintenance of facilities, equipment and surrounding areas.
- Updates and enhances own knowledge by involvement in continuing education for professional growth, i.e. attends relevant conferences, seminars, and certification programs.



- Performs other related duties as assigned.

ESSENTIAL KNOWLEDGE, ABILITIES AND SKILLS

- Thorough knowledge of interpretive and recreational programs suitable for Explore Park.
- Report preparation, writing and verbal skills.
- Research skills.
- Sense of public relations and marketing.
- Ability to walk, traverse or otherwise access trails of all types, natural terrain and all properties under control of Explore Park under all types of conditions and weather in order to conduct or supervise nature programs, recreation programs and inspections.

QUALIFICATIONS

- Bachelor degree, area of specialization in environmental education, outdoor recreation, natural resources, youth development, or related discipline preferred, from an accredited college or university, or equivalent.
- Demonstrated experience leading outdoor recreation activities is preferred.
- Demonstrated experience working with participants and volunteers of all ages.
- Demonstrated passion for the outdoors, which includes the ability and interest to share knowledge and experiences with program participants.
- Demonstrated organizational skills including verbal and written communication, problem solving, and conflict management.
- Must possess and maintain a valid Virginia driver's license.
- Successfully pass a background and criminal investigation check.

JOB REQUIREMENTS

The duties and responsibilities listed are not set forth for the purpose of limiting the assignment of work. They are not to be construed as a complete list of the many duties normally to be performed under a job title or those to be performed temporarily outside an employee's normal line of work. Explore Park expressly reserves the right to add to, detract from, modify or eliminate any of the above provisions in its sole discretion.

MARKETING AND WEB-SITE VOLUNTEER OR PART-TIME STAFF

ESSENTIAL FUNCTIONS AND DUTIES

- Coordinates with marketing staff on tracking web site comments on a daily basis and returning comments to users in a timely manner.
- Coordinates marketing communication information that includes development of the Explore Park's Newsletter, program descriptions, volunteer newsletters and is engaged with managing the web-site with weekly updates directed by the Director.
- Responds to letters via email or by mail on issues in the park that need to be addressed
- Updates all park kiosks with timely information from the Administration office and the Director
- Coordinates with the Program Development staff and Visitor Center Staff on key marketing and communication information that needs to be posted on the web site or Explore Park newsletter on upcoming special events.
- Drives a motorized vehicle to travel to different locations if necessary.
- Performs tasks that will require walking, bending, stooping, standing, kneeling, climbing, reaching and sitting.

MARGINAL FUNCTIONS

- Participates in the marketing and planning projects for Explore Park, facilities and programs for letting the community know of key information that helps them access the park and services in a timely manner.
- Assists the Marketing Director in the development of the marketing and communication budget.

QUALIFICATIONS

- Associate Degree in marketing and communications.
- One to two years of experience in marketing and communications.
- Working knowledge of the principles and practices used in marketing and communications.
- Must possess a valid driver's license.
- Ability to collect, compile and analyze facts and exercise sound judgment in arriving at conclusions and translating observations and results into clear, concise reports as it applies to marketing and communications.
- Ability to make decisions in accordance with established policies and procedures.
- Must possess good problem solving ability and good judgment.
- Must be able to write effectively and edit work effectively

PSYCHOLOGICAL CONSIDERATIONS

- Must have the ability to deal with people under stressful situations.
- Must be able to manage multiple tasks simultaneously.
- Must be able to deal calmly and fairly with conflict and questions.
- Must have ability to work around general population in public areas.

COGNITIVE CONSIDERATIONS

- Interpersonal skills necessary to communicate tactfully and courteously with all levels of employees and develop a trusting relationship.

ENVIRONMENTAL CONSIDERATIONS

- Ability to work weekends when required.



VOLUNTEER MAINTENANCE WORKER

ESSENTIAL FUNCTIONS

- Maintains and preserves areas including turf, trees, trail, historic buildings, roads and parking lots, playgrounds, picnic area and trails.
- Assists with natural resource management by participating in prescribed burning, clearing and invasive species control.
- Assists in cutting, planting and spraying of trees and fertilizing of grounds.
- Performs routine inspections of surrounding grounds noting needed repairs, insuring the park is free of hazards and is safe for public use.
- Operates machinery, i.e., mowers, tractors, pumps and power equipment used in grounds and building maintenance, and assists in the preventive maintenance of such equipment.
- Drives a motorized vehicle to travel to different locations.
- Performs tasks that will require walking, bending, stooping, standing, kneeling, climbing, reaching and sitting.
- Performs heavy lifting tasks up to 75 pounds.

MARGINAL FUNCTIONS

- Performs native species removal duties.
- Performs weekend Park Maintenance duties.
- Assists in painting of all structures on park grounds.

QUALIFICATIONS

- High school diploma.
- Some experience relating to grounds and facility maintenance or repairs.
- Working knowledge of mowers and other equipment used in grounds and building maintenance.
- Must possess a valid VA driver's license.

PSYCHOLOGICAL CONSIDERATIONS

- Must have the ability to work around general population in public areas.

PHYSIOLOGICAL CONSIDERATIONS

- Ability to perform heavy lifting up to 75 pounds.
- Ability to climb, stoop, bend, reach, walk, sit, kneel, or stand for long periods of time.
- Ability to drive a motorized vehicle.

COGNITIVE CONSIDERATIONS

- Ability to establish and maintain effective working relationships with people, including but not limited to, all level of employees and the general public.
- Ability to follow written and oral instructions.

ENVIRONMENTAL CONDITIONS

- Regular exposure to inclement weather, extreme heat, cold, and rain.
- Occasional hazardous working conditions on construction sites and along roadways.
- Exposure to chemicals, herbicides, pesticides, and fertilizers.
- Protective equipment must be worn when applicable.

LAND PRESERVATION AND STEWARDSHIP VOLUNTEER

ESSENTIAL FUNCTIONS

- Works closely with park personnel engaged in grounds maintenance and land preservation type work. Performs routine inspections of parks and natural areas in the parks to ensure they are clean and safe, and maintained at the acceptable level as stated in the Maintenance Standards outlined in the Business Plan for that specific site including the elimination of non-native plant species.
- Works closely with park personnel engaged in natural resource management and landscape practices.
- Coordinates with the Maintenance Manager on implementation plans and schedules for parks natural resource management projects.
- Plans and directs work schedules and recommends project priorities; insures that supplies required for daily operations and projects are procured.
- Coordinates with the Environmental Education staff and Visitor Service Staff to plan for and operate special events involving environmental stewardship in the parks.
- Drives a motorized vehicle to travel to different locations.
- Performs tasks that will require walking, bending, stooping, standing, kneeling, climbing, reaching and sitting.
- Performs heavy lifting tasks up to 75 pounds.

MARGINAL FUNCTIONS

- Participates in the stewardship planning process for Explore Park and new areas to be developed.

QUALIFICATIONS

- Associate Degree in park management, natural resource management, conservation, horticulture, or related field, or five years commensurate volunteer training and experience.
- Working knowledge of the principles and practices used in park and natural resource management; working knowledge of equipment and vehicles used in the field.
- Must possess a valid driver's license.
- Ability to collect, compile and analyze facts and exercise sound judgment in arriving at conclusions and translating observations and results into clear, concise reports.
- Ability to make decisions in accordance with established policies and procedures for natural resource management practices.

PSYCHOLOGICAL CONSIDERATIONS

- Must have the ability to deal with people effectively.
- Must be able to manage multiple tasks simultaneously.
- Must be able to deal calmly and fairly with conflict and questions.
- Must have ability to work around general population in public areas and deal with people.

ENVIRONMENTAL CONSIDERATIONS

- Occasional hazardous working conditions on park sites or when supervising pesticide applications.
- Ability to work weekends when required.
- Worker is exposed to chemicals.
- May be exposed to hazardous vegetation (e.g. poison ivy).
- Worker performs work outdoors. These conditions include extreme heat, cold and rain.
- Protective equipment must be worn when applicable.



APPENDIX 3 - POLICY DEVELOPMENT RECOMMENDATIONS

Currently, Roanoke County is in need of additional policies to guide the park forward in managing financial sustainability, as well as enhancing the operations at the park. The following policies will support Explore Park in their efforts to price service correctly, seek earned income from outside sponsorships and manage volunteers in the most effective manner. Each policy will require approval. The following recommended policies are outlined in this section:

- Earned Income Policy.
- Pricing Policy.
- Partnership Policy.
- Sponsorship Policy.
- Volunteer Policy.
- Scholarship Policy.

EARNED INCOME POLICY

PURPOSE

Roanoke County will promote the financial sustainability of Explore Park by supporting the staff in generating a variety of earned income.

ISSUES ADDRESSED

These earned income sources will help meet capital and operational cost recovery goals for Explore Park, as well as park facility development, delivery of programs, events and services, and the operation and management of the park.

EXPECTED OUTCOME AND BENEFITS

Supplemental earned income will help Roanoke County to continue environmental conservation efforts, provide high-quality environmentally-sustainable park and recreation facilities and services, and will ensure the appropriate level of care for the park, facilities and natural areas in both the short and long term.

GUIDING PROCEDURE FOR IMPLEMENTATION AND MANAGEMENT

The Explore Park Manager will budget for earned income revenue and associated expenses, differentiating between the earned income which would be devoted to operational needs versus those intended to support capital projects. Operational revenues will be placed into one account that supports annual operations and management requirements while capital revenues will be separated according to the project they are intended to fund. Roanoke County will submit a yearly request, after the annual audit is complete, to re-appropriate unused earned income dollars prior to budgeting for the next fiscal year.

Under the direction of Roanoke County, earned income opportunities will be pursued, when appropriate, by staff. An implementation strategy will match earned income strategies to individual cost recovery goals, assign priority and the appropriate responsible party and describe any required training.

PRICING POLICY

PURPOSE

Roanoke County is committed to providing outstanding park and recreation experiences for the community, which shall include providing quality programs. It is necessary for Explore Park to have a sound and consistent pricing policy that will serve as a management tool for establishing, implementing and evaluating various fees and revenue options. The establishment of a pricing policy may allow for additional programs and facilities to be made available that would enhance the level of service, or quality program.

The new Pricing Policy for Explore Park is designed to provide staff with consistent guidelines in pricing admissions for special events, use of facilities, establishing program fees based on the individual benefit a user receives above a general taxpayer. The policy will help Explore Park address revenue goals to support operational costs, provide greater fairness in pricing services to users, and help support the implementation of future programs and services. This Pricing Policy allows Explore Park users to better understand the philosophy behind pricing of a program or service. The Pricing Policy is based on the cost recovery goal for the service established by Roanoke County to provide the service and whether the service is a public, merit, or private service.

ISSUES ADDRESSED

The pricing policy will help Roanoke County to establish appropriate program and service fees for the future operation and maintenance of the programs and facilities that are managed to help meet cost recovery goals established. A sound pricing justification, philosophy and effective data puts Roanoke County in a positive position when it comes to establishing justifiable pricing and fees to offset operational costs.

EXPECTED OUTCOME AND BENEFITS

The guiding principles for the creation of an effective pricing policy are as follows:

- Accessibility, fairness and affordability.
- Supplemental funding.
- Efficiency.
- Achieve cost recovery goals.



DEFINITION OF TERMS:

Public Services are those services parks and recreation offer that provide all users the same level of opportunity to access the service. The level of benefit is the same to all users. Examples of public services are open public access to use a regional park, a playground, a trail or a picnic area that cannot be reserved. Public Services normally have low level or no user fees associated with their consumption. The cost for providing these services is borne by the general tax base.

Merit Services are services whereby the user receives a higher level of benefit than the general taxpayer. The taxpayer benefits as a whole because the service provides a more livable community and the service has a good public benefit as well. Examples of merit type services are kayak lessons, adventure sports, summer camp programs for youth, nature education programs and special events that promote healthy active lifestyles.

Merit Services can be priced using either a partial overhead pricing strategy or a variable cost pricing strategy. Partial overhead pricing strategies recover all direct operating costs and some determined portion of fixed indirect costs. The portion of fixed indirect costs not recovered by the price established represents the tax subsidy. Whatever the level of tax subsidy, Explore Park staff needs to inform the users by letting them know that Explore Park is investing a certain dollar amount and/or the percentage level of investment they are making in their experience.

Private Services are where only the user benefits. This is where Explore Park needs to implement pricing services using a full cost recovery strategy. The price of this particular service is intended to recover all fixed costs and variable costs associated with providing the service. Examples of private services are food services for resale, retail services, and rental of space for weddings and business meetings and private lessons.

ACCESSIBILITY, FAIRNESS AND AFFORDABILITY

Equity and fairness means those who receive exclusive or individual benefit from a service should pay for that benefit. Affordability should be based on benefit and ability to pay. This policy recognizes that affordability is in the eye of the user. Public park and recreation agencies offer three kinds of services. Definitions for Public services, Merit services and Private services are outlined above. The type of service and benefit received will directly determine the cost recovery level or pricing strategy to be used in the pricing of the services and products Roanoke County creates.

SUPPLEMENTAL FUNDING

Supplemental funding means that user fees and prices charged for admissions, programs, food services, retail services, rentals and special events will assist in the overall funding of Explore Park operations. These dollars can come from any source that supports operations and include grants, sponsorships, partnerships, permits, special rental uses and many other options. The Explore Park staff should seek out these opportunities whenever possible.

EFFICIENCY

Priorities to enhance user or visitor experiences are clearly defined because the services provided are clearly made visible and the priorities are established based on the direct user costs that are associated with the activities that user's desire. Pricing of services correctly can achieve six positive results:

- Reduces congestion and overcrowding.
- Indicates user and visitor demand and support for the service.
- Increases positive user and visitor feedback.
- Provides encouragement to the private sector to invest in Explore Park programs through contracts that can bring greater revenue to the park.
- Ensures stronger accountability on Explore Park staff and management of the service.
- Creates multi-tiered pricing so users who desire a higher level of service can purchase it.

10.1.1 DISTRIBUTION OF REVENUE FUNDS TO ACHIEVE COST RECOVERY GOALS

Distribution of Revenue means dollars generated from each activity are redistributed back to the area they came from to pay direct cost and indirect cost in some situations and for future improvements associated with a facility or activity. An example would be camper fees make improvements to campgrounds.

The staff will document the cost of services provided through a costing model. The true cost of each activity is designated as direct and indirect costs associated with providing a product or service.

A review of all prices periodically is recommended to document the changes that have occurred within the products or services provided by Explore Park. This will help staff to evaluate which program, product or service should have adjustments based on the Pricing Policy.

Staff will set prices for services based on the following process:

- What is the cost to provide the service and what is the cost on a per experience basis, hourly rate, or unit rate.
- Is the program or service a core program or non-core program based on the criteria established.
- Is the program a public, merit or private service based on the established criteria in the pricing policy and the level of personal benefit the user receives over what general taxpayer receives.
- Does this price support the cost recovery goal desired for the program or recreation facility to support sustainability.

PRICING POLICY PROCEDURES

Key Elements in implementing the Pricing Policy include:

- Create value and price accordingly.
- Know the costs (direct/indirect) and level of cost recovery goal Roanoke County has established for that service.
- Understand how the price established compares in the market place.
- Price services correctly the first time.
- Use differential pricing based on participant, product, and times to encourage greater use of the service or facility.
- Educate staff, volunteers, boards and officials on the pricing methodology used.
- Communicate price and Explore Park cost to provide the service to users and how much the user paid to cover the cost of the service.

ESTABLISH CORE SERVICE CRITERIA

- Does this program/service align with Explore Park's Vision and Mission?
- The program/service meets at least one of the strategic directions of the park.



- Full time staff or approved contractors are responsible for execution of the program.
- The program has a strong social value that is part of a solution to an identified strategic direction.
- The program has strong economic appeal and creates a strong return on investment for Explore Park.
- The program has a high partnering capability to enhance promotional opportunities or to offset operational costs.
- The program/service currently meets the capacity performance measures developed by staff
- The program is in a growth or mature stage of its lifecycle and has proven to have long term participation appeal.

If the service is determined to be a core service:

- What classification does it fall under (Public, Private or Merit)?
- What is the true cost to provide the service and current level of subsidy?
- What is the current price of the service and what level of cost recovery does it support now? What pricing alternatives are currently being used?

ESTABLISH COST RECOVERY GOALS

Public Services - 0-10% of direct and indirect costs.

Merit Services - 20%-80% -of direct and indirect costs.

Private Services - 80%-100% of the costs.

Examples:

- Youth Services 30-50% of the direct and indirect costs.
- Adult Services -100% of the costs.
- Senior Citizens Services-50 to 75% of the costs.
- Rentals of Facilities-100+% of the costs.
- Adult Health, Education Services-100% of the costs.
- Life Skill programs-100% of the costs.
- Archery Range (youth programs -50%, adult programs 100%, events 100%).
- Adventure sports programs 50% to 100%.

USER LANGUAGE IN PRICING SERVICES

In pricing services the Explore Park staff should inform users of what they are paying for and what the park is paying for in the following type of sample language: “The \$20 you are paying for your child’s recreation experience is covering approximately 50% of the cost (total is \$40); the park is investing the other \$20 in your child’s experience as part of this program.”

OTHER PRICING METHODOLOGIES TO CONSIDER IN PRICING SERVICES

Options to consider:

- Prime time/non-prime time rates.
- Group rates.
- In season/off season rates.
- Change the minimum numbers higher to hold program(low cost-high volume approach)to spread cost to more people while keeping price the same.

- Reduce the quality of the program/service to keep existing price.
- Change the contractor rates to make cost lower.

Questions for Explore Park staff to consider:

- Can a sponsor/partner pick up a portion of the program costs?
- Can we offer the program/service in a less expensive venue?
- Can we reduce the discount levels for selected age segments?
- Can we use contractors for the service versus using employees?
- Can we pay a lower rate to employees to provide service?
- Can we partner with a local agency to spread the costs?
- Can we advance the price higher over a period of time? How long?
- Can we manage the site or program differently?
- Can we negotiate the rate versus keeping the established rate?



PARTNERSHIP POLICY

This Partnership Policy is designed to guide the process for Explore Park in their desire to partner with private, non-profit, or other governmental entities for the development, design, construction and operation of possible partnered recreational facilities and/or programs that may occur within Explore Park.

Explore Park would like to identify “for-profit, nonprofit 501(c)(3), and governmental entities” that are interested in proposing to partner with Explore Park to develop recreation facilities and/or programs. A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners, and particularly beneficial for the citizens of the Roanoke County community.

ISSUES ADDRESSED

Explore Park has developed partnerships over the last couple of years and will add more in the future that have helped to support the management of parks and recreation facilities and programs services, while also providing education and recreation opportunities for users of the park. These recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to avoid conflicts internally and externally. These partnership principles must be adopted by Roanoke County for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships will require an upfront presentation to Roanoke County that describes the reason for creation of the partnership and establishes an outcome that benefits each partner’s involvement.
- All partnerships will require a working agreement with measurable outcomes that hold each partner accountable to the outcomes desired and to each other and will be evaluated on a yearly basis with reports to Roanoke County on the outcomes of the partnership and how equitable the partnership remains.
- All partnerships will require a sharing of financial information including tracking of direct and indirect costs associated with the partnership investment to demonstrate the level of equity each partner is investing in the partnership.
- Each partner will create a partnership culture that will focus on annual planning or as appropriate; communicating weekly/or monthly on how the partnership is working; and annually reporting to each other’s board or owners on how well the partnership is working and the results of their efforts.
- Full disclosure by both partners to each other will be made available when issues arise.
- Annually inform each partner’s staff on the respective partner’s values and yearly goals and work plans that will be performed in the coming year. This strategy will keep both partners in-tune with issues the partners may be dealing with that could affect the partnership policy or agreement as it applies to finances, staffing, capital costs, political elements or changes in operating philosophies.

EXPECTED OUTCOME AND BENEFITS

- Increased visibility by partners that promote Explore Park as a part of their work, project or event.

- Increase in services and programs provided to the community due to the sharing of resources.
- Any tax dollars spent on services are maximized through collaboration.
- Public believes in and supports the role of Roanoke County to create partnerships.
- Promotes a positive image of Explore Park as a collaborative organization.
- Public involvement enriches their understanding of Explore Park and the role they play in the community.
- Engaged public enhances current and future development of programs and facilities.
- Provides alternatives for manpower, recreation sites, financial resources, supplies, materials, etc. for a more comprehensive system.
- Greater sharing of each other's vision and goals.
- Allows Explore Park to reach more people, provide more services, reduce expenditures and generate more revenue.
- Eliminates duplication of efforts, strengthen the community and achieve greater outcomes.

PUBLIC/PUBLIC PARTNERSHIPS

The policy for public/public partnerships is evident with Explore Park working with local public schools and any other municipal services in the Roanoke Valley. Working together on the development, sharing, and/or operating of facilities and programs will be as follows:

- Each partner will meet with Explore Park staff annually to plan and share activity-based costs and equity invested by each partner in the partnership as they work together in the delivery of a service, or managing a resource.
- Partners will establish measurable performance outcomes that are evaluated annually.
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes.
- Each partner will act as an agent for the other partner, thinking collectively as one, not two separate agencies for purposes of the agreement.
- Each partner will meet with the other partner's respective board or owner annually, to share results of the partnership agreement.
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis.
- If conflicts arise between partners, the Park Manager of Explore Park along with the other public agency's highest ranking officer will meet to resolve the partnership issue. It should be resolved at the highest level or the partnership will be dissolved.
- No exchange of money between partners will be made until the end of the partnership year. A running credit will be established that can be settled at the end of the planning year with one check or will be carried over to the following year as a credit with adjustments made to the working agreement to meet the 50% equity level desired.

PUBLIC/NOT-FOR-PROFIT PARTNERSHIPS

The partnership policy for public/not-for-profit partnerships with Roanoke County and the not-for-profit community of service providers is seen in associations working together in the development and management of facilities and programs within Explore Park. These policy principles are as follows:

- The not-for-profit partner agency or group involved with Roanoke County must first recognize that they are in a partnership with the park to provide a public service or good; conversely,



Explore Park must manage the partnership in the best interest of the community as a whole, not in the best interest of the not-for-profit agency.

- The partnership working agreement will be year-to-year and evaluated based on the outcomes determined for the partnership agencies or groups during the planning process at the start of the partnership year. At the planning workshop, each partner will share their needs for the partnership and outcomes desired. Each partner will outline their level of investment in the partnership as it applies to money, people, time, equipment, and the amount of capital investment they will make in the partnership for the coming year.
- Each partner will focus on meeting a balance of 50% equity or as negotiated and agreed upon as established in the planning session with the park staff. Each partner will demonstrate to the other the method each will use to track costs, and how it will be reported on a monthly basis, and any revenue earned.
- Each partner will appoint a liaison to serve each partnering agency for communication purposes.
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made, as needed.
- Each partner will act as an agent for the other partner to think collectively as one, not two separate agencies. Items such as financial information will be shared if requested by either partner or the people served by the partnership.
- Each partner will meet the other's respective board on a yearly basis to share results of the partnership agreement.
- If conflicts should arise during the partnership year, the Explore Park Manager and the highest-ranking officer of the not-for-profit agency will meet to resolve the issue. It should be resolved at this level, or the partnership will be dissolved. No other course of action will be allowed by either partner.
- Financial payments by the not-for-profit agency will be made monthly to Explore Park as outlined in the working agreement to meet the 50% equity level of the partnership.

PUBLIC/PRIVATE PARTNERSHIPS

The policy for public/private partnerships is relevant to Explore Park and includes businesses, private groups, private associations, or individuals who desire to make a profit from use of Explore Park-owned facilities or programs. It would also be evident if the business, group, association, or individual wishes to develop a facility on park property, to provide a service on park property, or who has a contract with Explore Park to provide a task or service at the park. The private partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, Explore Park and staff must recognize that they must allow that entity to make a profit.
- In developing a public/private partnership, the Explore Park staff, will receive a flat fee or flat fee plus percentage of revenue as outlined in the contract agreement.
- In developing a public/private partnership, the Explore Park staff, as well as contracted partners will establish a set of measurable outcomes to be achieved. A tracking method of those outcomes will be established and monitored by Explore Park staff.
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to whatever term is agreed upon.
- The private contractor will provide on a yearly basis a working management plan they will follow to ensure the outcomes desired by the Explore Park staff. The work management plan can and will be negotiated, if necessary. Monitoring of the work management plan will be the

responsibility of both partners. The Explore Park staff must allow the contractor to operate freely in their best interest, as long as the outcomes are achieved.

- The Explore Park staff has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided.
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal councils. If none can be achieved, the partnership shall be dissolved.

THE PARTNERING PROCESS

The steps for the creation of a partnership with Explore Park are as follows:

- Explore Park will create a public notification process that will help inform any and all interested partners of the availability of partnerships with the park. This will be done through notification in area newspapers, listing in the brochure, or through any other notification method that is feasible.
- The proposing partner takes the first step to propose partnering with the Explore Park staff. To help in reviewing both the partnerships proposed, and the project to be developed in the partnership, the Explore Park Staff asks for a Preliminary Proposal according to a specific format as outlined in Proposed Partnership Outline Format on page 124.
- If initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on the Explore Park Mission and Guiding Principles, and the Selection Criteria, an Explore Park staff member or appointed representative will be assigned to work with potential partners.
- The Explore Park representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review and support process to follow. The Explore Park representative will facilitate the process of determining how the partnership will address these issues. This representative can also facilitate approvals and provide guidance for the partners as to necessary steps.
- An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering, and whether this project should prompt Explore Park to seek a Request for Proposal (RFP) from competing/ collaborating organizations.

Request for Proposal (RFP) Trigger: In order to reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for profit" entity and a dollar amount greater than \$5,000, and Roanoke County has not already undergone a public process for solicitation of that particular type of partnership, Roanoke County will request Partnership Proposals from other interested private entities for identical and/or complementary facilities, programs or services. A selection of appropriate partners will be part of the process.

- For most projects, a Formal Proposal from the partners for their desired development project will need to be presented for Roanoke County's official development review processes and approvals.
- Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to assure the most efficient and mutually beneficial outcome. Some projects may require that all technical and professional



expertise and staff resources come from outside the Explore Park staff, while some projects may proceed most efficiently if Roanoke County contributes staff resources to the partnership.

- The partnership must cover the costs the partnership incurs, regardless of how the partnered project is staffed, and reflect those costs in its project proposal and budget. The proposal for the partnered project should also discuss how staffing and expertise will be provided, and what documents will be produced. If Explore Park staff resources are to be used by the partnership, those costs should be allocated to the partnered project and charged to it.
- Specific Partnership Agreements appropriate to the project will be drafted jointly. There is no specifically prescribed format for Partnership Agreements, which may take any of several forms depending on what will accomplish the desired relationships among partners. The agreements may be in the form of:
 - Lease Agreements.
 - Management and/or Operating Agreements.
 - Maintenance Agreements.
 - Intergovernmental Agreements (IGAs).
 - Or a combination of these and/or other appropriate agreements.

Proposed partnership agreements might include oversight of the development of the partnership, concept plans and project master plans, environmental assessments, architectural designs, development and design review, project management, and construction documents, inspections, contracting, monitoring, etc. Provision to fund the costs and for reimbursing Roanoke County for its costs incurred in creating the partnership, facilitating the project's passage through the Development Review Processes, and completing the required documents should be considered.

- If all is approved, the Partnership begins. Roanoke County is committed to upholding its responsibilities to Partners from the initiation through the continuation of a partnership. Evaluation will be an integral component of all Partnerships. The agreements should outline who is responsible for evaluation; the types of measures used, and detail what will occur should the evaluations reveal Partners are not meeting their Partnership obligations.

PARTNERSHIP CONSIDERATIONS

COSTS FOR THE PROPOSAL APPROVAL PROCESS

For most proposed partnerships, there will be considerable staff time spent on the review and approval process once a project passes the initial review stage. This time includes discussions with Proposing Partners, exploration of synergistic partnering opportunities, possible RFP processes, facilitation of the approval process, and assistance in writing and negotiating agreements, contracting, etc. There may also be costs for construction and planning documents, design work, and related needs and development review processes mandated by Roanoke County.

Successful partnerships will take these costs into account and may plan for recovery of some or all of these costs within the proposal framework. Some of these costs could be considered as construction expenses, reimbursed through a negotiated agreement once operations begin, or covered through some other creative means.

LAND USE AND/OR SITE IMPROVEMENTS

Some proposed partnerships may include facility and/or land use. Necessary site improvements cannot be automatically assumed. Costs and responsibility for these improvements should be considered in any

Proposal. Some of the general and usual needs for public facilities that may not be included for contributions to Explore Park and may need to be negotiated for a project include:

- Any facilities or non-existent facilities yet to be determined.
- Outdoor restrooms.
- Infrastructure construction.
- Water fountains.
- Roads or street improvements.
- Complementary uses of the site.
- Maintenance to specified standards.
- Utility improvements (phone, cable, electric, water gas, parking, sewer, etc.).
- Staffing costs.
- Custodial services.
- Lighting.
- Trash removal.

NEED

The nature of provision of public services determines that certain activities will have a higher need than others. Some activities serve a relatively small number of users and have a high facility cost. Others serve a large number of users and are widely available from the private sector because they are profitable. The determination of need for facilities and programs is an ongoing discussion in public provision of programs and amenities. The project will be evaluated based on how the project fulfills a public need.

FUNDING

Only when a Partnership Proposal demonstrates high unmet needs and high benefits for users of Explore Park, will Roanoke County consider contributing resources at a below market value to a project. Roanoke County recommends that Proposing Partners consider sources of potential funding. The more successful partnerships will have funding secured in advance. In most cases, Proposing Partners should consider funding and cash flow for initial capital development, staffing, and ongoing operation and maintenance.

The details of approved and pending funding sources should be clearly identified in a proposal. For many partners, especially small private user groups, nonprofit groups, and governmental agencies, cash resources may be a limiting factor in the proposal. It may be a necessity for partners to utilize alternative funding sources for resources to complete a proposed project. Obtaining alternative funding often demands creativity, ingenuity, and persistence, but many forms of funding are available.

Alternative funding can come from many sources, e.g. sponsorships, grants, and donor programs. Developing a solid leadership team for a partnering organization will help find funding sources. In-kind contributions can in some cases add additional funding.

SELECTION CRITERIA

In assessing a partnership opportunity to provide facilities and services, Roanoke County will consider (as appropriate) the following criteria. The proposed partnership outline format provides a structure to use in creating a proposal. Roanoke County staff and representatives will make an evaluation by attempting to answer each of the following guiding questions:

- How does the project align with the Explore Park Mission Statement and Goals?



- How does the proposed facility fit into the current Explore Park Master Plan?
- How does the facility/program meet the needs of Explore Park users?
- How will the project generate more revenue and/or less cost per participant than what Explore Park can provide with its own staff or facilities?
- What are the alternatives that currently exist, or have been considered, to serve the users identified in this project?
- How much of the existing need is now being met within the Roanoke region by other park and recreation agencies?
- What is the number and demographic profile of participants who will be served?
- How can the proposing partner assure Roanoke County of the long-term stability of the proposed partnership, both for operations and for maintenance standards?
- How will the partnered project meet Americans with Disabilities Act and EEOC requirements?
- How will the organization offer programs at reasonable and competitive costs for participants?
- What are the overall benefits for both Roanoke County and the proposing partners?

PROPOSED PARTNERSHIP OUTLINE FORMAT

Please provide as much information as possible in the following outline form.

DESCRIPTION OF PROPOSING ORGANIZATION:

- Name of Organization.
- Purpose of Organization.
- Years in Existence.
- Services Provided.
- Contact Name, Mailing Address, Physical Address, Phone, Fax, Email.
- Member/User/Customer Profiles.
- Accomplishments.
- Legal Status.

DECISION MAKING AUTHORITY

- Who is authorized to negotiate on behalf of the organization? Who or what group is the final decision maker and can authorize the funding commitment? What is the time frame for decision making?
- Summary of Proposal (100 words or less).
- What is being proposed in terms of capital development, and program needs?

BENEFITS TO THE PARTNERING ORGANIZATION

- Why is your organization interested in partnering with Roanoke County? Please individually list and discuss the benefits (monetary and non-monetary) for your organization.

BENEFITS TO EXPLORE PARK

- Please individually list and discuss the benefits (monetary and non-monetary) for Roanoke County.

DETAILS (AS CURRENTLY KNOWN)

The following lists a series of guiding questions to help you address details that can help outline the benefits of a possible partnership. Please try to answer as many as possible with currently known information. Please include what your organization proposes to provide and what is requested of Roanoke

County. Please include (as known) initial plans for your concept, operations, projected costs and revenues, staffing, and/or any scheduling or maintenance needs, etc.

GUIDING QUESTIONS

- In your experience, how does the project align with the Explore Park goals?
- How does the proposed program or facility meet a need for users of Explore Park?
- Who will be the users? What is the projected number and profile of participants who will be served?
- What alternatives currently exist to serve the users identified in this project?
- How much of the existing need is now being met? What is the availability of similar programs elsewhere in the community?
- Do the programs provide opportunities for entry-level, intermediate, and/or expert skill levels?

THE FINANCIAL CONSIDERATIONS

- Can the project generate more revenue and/or less cost per participant than what Explore Park can provide with its own staff or facilities?
- Will your organization offer programs at reasonable and competitive costs for participants?
- What are the anticipated prices for participants?
- What resources are expected to come from Roanoke County?
- Will there be a monetary benefit for Roanoke County, and if so, how and how much?

LOGISTICS

- How much space do you need? What type of space?
- What is critical related to location?
- What is your proposed timeline?
- What are your projected hours of operations?
- What are your initial staffing projections?
- Are there any mutually-beneficial cooperative marketing benefits?
- What types of insurance will be needed and who will be responsible for acquiring and paying premiums on the policies?
- What is your organization's experience in providing this type of facility/program?
- How will your organization meet Americans with Disabilities Act and EEOC requirements?

AGREEMENTS AND EVALUATION

- How, by whom, and at what intervals should the project be evaluated?
- How can you assure Roanoke County of long-term stability of your organization?
- What types of “exit strategies” should we include?



EXPLORE PARK EXISTING PARTNERSHIPS

The following existing partnerships need to be updated with working agreements or partnership policy sharing. This may take a couple of years for the partnerships to be fully updated.

EXISTING PARTNERSHIPS

| Partner Name | Classification | Collaboration efforts | Type |
|--------------|----------------|-----------------------|------|
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FUTURE PARTNERSHIPS

| RFP | Classification | Collaboration efforts | Type |
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SPONSORSHIP POLICY

PURPOSE AND GOAL

The goal of this sponsorship policy is to provide guidelines for Roanoke County to gain support from external financial resources. It will establish procedures to coordinate efforts to seek sponsorships with the corporate community, business partners, and not for profit partners to enhance services at Explore Park. It is designed to ensure that all marketing of sponsorships support Roanoke County's goals for services to the community and remain responsive to the public's needs and values. This Sponsorship Policy will recognize that corporate and business sponsorships provide an effective means of generating new revenues and alternative resources to support Explore Park's facilities and programs. The policy will ensure that the corporate, business or not for profit sponsorships will not result in any loss of Roanoke County's jurisdiction or authority.

GUIDING PRINCIPLES

The institution of the Sponsorship Policy will establish guidelines and principles to maintain flexibility in developing mutually beneficial relationships between Roanoke County and corporate, business, and not for profit sectors.

The recognition for sponsorships must be evaluated to ensure Explore Park is not faced with undue commercialism and is consistent with the scale of each sponsor's contribution.

There will be restrictions on sponsors whose industries and/or products do not support the goals and values of Roanoke County.



EXPECTED OUTCOMES AND BENEFITS

- Acquire revenue from sources to enhance Explore Park's programs and facilities.
- Sponsorship is a way of contributing to the community while promoting the sponsor's business and brand awareness.
- A number of Explore Park events, programs and amenities may take place in the community because of the sponsor's financial contribution.
- Sponsors will get a "return on sponsorship." The sponsor looks forward to the community becoming familiar with the sponsor and/or its services and become customers through the partnership with Explore Park.
- Sponsorships help to raise awareness of Roanoke County and builds its image in the community.
- Events, programs, facilities, plus maintenance of properties and park areas will be affordable to the community because of the financial contributions that sponsors can provide to Roanoke County.

GUIDING PROCEDURE FOR IMPLEMENTATION AND MANAGEMENT

- Roanoke County will annually produce an ad in the local newspaper to advertise the opportunities for sponsorships in the park for the coming year.
- Seek sponsors directly via a proposal request by staff.
- Roanoke County may put their sponsorships out for auction at an auction event. The following process will be required when Explore Park is involved in a sponsorship.

PROCESS TO SUBMIT A SPONSORSHIP PROPOSAL

- All proposals for sponsorship must be submitted in writing on a Sponsorship Proposal form to Roanoke County.
- The department director (Director) or his designee will draft a sponsorship agreement. The agreement will include the contract relationship, the term and renewal opportunities; description of the program, facility, property, natural area or event to be sponsored; description of fees and/or benefits provided to Explore Park, the marketing rights and benefits provided to the sponsor, termination provisions, and performance measures expected on behalf of the sponsor and Roanoke County.
- All sponsorships require payment in advance by the sponsors at the contract signing of the sponsorship agreement.
- The Director or his designee can utilize the following criteria when evaluating a sponsorship proposal; in all cases, the Director or his designee will have the prerogative to accept or reject a proposal:
 - Compatibility of the sponsor's products, customers and promotional goals with Explore Park's goals.
 - The sponsor's past record of involvement in Explore Park and other community projects.
 - The timeliness or readiness of the sponsor to enter into an agreement.
 - The ratio of actual cash value (or in-kind goods/services) to the costs incurred by Roanoke County.
 - Potential community support for or opposition to the proposal.
 - The operating and maintenance costs associated with the proposal on behalf of Roanoke County.
 - The sponsor's record of responsible environmental stewardship.

- All sponsorship activities once approved will be coordinated by the Director or his designee.
 - The Director or his designee will be responsible to work with staff on making sure the terms of the agreement are followed as outlined.
 - Provide guidance to the sponsor regarding the interpretation and application of this policy.
 - Provide assistance and advice to staff of Explore Park and the sponsors.
 - Review and assist in the development of the sponsorship agreement as requested.
 - Track and report the results and outcomes of the sponsorship agreement as outlined.
- All sponsors will have a responsible party and an executed agreement.
 - Each sponsor involved in the sponsorship will designate a person to be responsible for their portion of the contract and/or agreement.
 - The contract or agreement will outline appropriate terms and timelines to be implemented by each party.

SPONSORSHIP PRICING POLICY PROCEDURES

Once the proposals have been submitted the staff will evaluate these proposals as outlined.

- Set objectives, baselines and articulate measurable objectives to be achieved with the sponsorship dollars.
- Know the sponsorship costs both direct/indirect and level of cost recovery as it applies to Roanoke County.
- Create a measurement plan and determine what will be measured and what measures will be used to demonstrate the effectiveness of the sponsorship.
- Implement the measurement plan—visibility, communications and visitor behavior.
- Calculate “return on sponsorship”—analyze, communicate and revise as needed.
- Meet with the sponsor to review the final contract and expectations with timelines to be completed.
- All promotional pieces developed by the sponsor for their involvement with Roanoke County must be approved in advance before it goes public.

EVALUATION OF THE SPONSORSHIP

Once the sponsorship effort has been completed, staff from Explore Park will meet with the sponsor to review the results and discuss appropriate changes that need to occur, and make a decision about supporting the next sponsorship effort. The results of the meeting will be presented to Roanoke County.

SHORT-TERM SPONSORSHIP OPPORTUNITIES

The following opportunities have been identified as short-term sponsorship opportunities for the coming year:

- Program guide for the park.
- Special events in the park.
- Summer concert series.
- Food for programs and events.
- Drink sponsor.
- Event sponsor.
- Give-a-ways at events.



Explore Park

- Mile of trail in the park.
- Music stage.
- Banner on website.
- Performers at events.
- Fireworks.
- Duplication.

VOLUNTEER POLICY

PURPOSE AND GOAL

The purpose of the volunteer program is to offer opportunities for residents, organizations, and friends of Roanoke County to volunteer their skills and time in meaningful work that advances the ongoing programs at Explore Park.

The purpose of Roanoke County's Volunteer Policies is to support the volunteer program with guidance, structure and direction for staff and volunteers in the areas of:

- Rights of and responsibilities of individual volunteers.
- Staff planning and volunteer training for meaningful work.
- Personnel practices affecting volunteers.

Roanoke County may recommend guidelines and procedures that further support the volunteer program. Examples of possible guidelines and procedures are given at the end of this policy document. Roanoke County may also develop a Volunteer Manual or Handbook to be provided to each volunteer.

Volunteer recruitment and retention must be addressed through creative procedures, which are of the utmost importance. Such procedures will be developed by Explore Park staff, based on consultation with experienced volunteer coordinators in other similar organizations.

ISSUES ADDRESSED

The adoption of volunteer policies will address these issues:

- Indicate the importance of the volunteer program and individual volunteers within Explore Park.
- Bring increased structure and predictability into the management of volunteers.
- Require improved planning for volunteer activities and training for volunteers, within the ongoing programs of Explore Park.
- Avoid misunderstandings and mistakes regarding volunteer personnel practices, especially with an increasing number of volunteers.
- Development of advocacy to support Explore Park's role and focus in the delivery of the park's service.

EXPECTED BENEFITS AND OUTCOMES

- A commitment by Roanoke County to its volunteer program will yield increased volunteer accomplishments of necessary parks and recreation projects for which funding is not available.
- A business-like approach to volunteer management will increase volunteer participation and satisfaction.
- Communication of adopted volunteer personnel policies will assure volunteers of fair treatment while performing tasks.
- Well-planned volunteer projects, combined with the necessary volunteer training, will generate increased motivation and greater contribution of time and skills.
- Park advocacy among volunteers will increase as a natural outcome of the volunteer experience.
- Stewardship volunteers will gain understanding and experience in communicating and demonstrating the importance of land stewardship to others in the community.



VOLUNTEER PROGRAM POLICIES

These policies are organized within the following sections:

- Rights and Responsibilities of Individual Volunteers.
- Volunteer Training and Safety.

RIGHTS AND RESPONSIBILITIES OF INDIVIDUAL VOLUNTEERS

Definition of "Volunteer"

A "volunteer" is anyone who, without compensation, performs a task at the direction of, and on the behalf of Explore Park.

Orientation

Volunteers shall be given an orientation to Explore Park that will include an introduction to the staff, the policies that guide the volunteer's relationship with Explore Park, (the Volunteer Manual), and the programs and plans within which volunteers may work.

Non-Discrimination

Participation as a volunteer for Explore Park shall be open to any individual, and no individual shall be discriminated against or harassed based upon race, gender, sexual preference, marital or parental status, national origin, age, or mental or physical disability.

Minimum Age

The minimum age for volunteers on non-hazardous assignments is 14 years. Volunteers under the age of 18 must have the written consent of a parent or guardian before volunteering. The volunteer duties assigned to a minor will comply with all appropriate laws and regulations on child labor.

Special permission must be given for groups of individuals under the age of 14 (e.g. Cub Scouts) who wish to serve in a voluntary capacity for Explore Park. Adult supervision will be required for all of those under 14 years of age.

Volunteer Recognition

Roanoke County has approved an annual Volunteer Recognition program which will be offered for each volunteer who has given a minimum of 10 hours in the preceding year.

Dress Code

Volunteers shall dress appropriately for the conditions and performance of their duties, and to present a good image to the community. Volunteers shall follow the current dress code adopted by Roanoke County. Roanoke County may charge a volunteer for work shirts that identify them as a Volunteer not to exceed \$25.

VOLUNTEER TRAINING AND SAFETY

Supervisor

Based on the volunteer's interests and strengths, as well as the needs of Explore Park, each volunteer will be assigned to work with a staff member or a trained and qualified adult volunteer, who will provide training, guidance and supervision. The supervisor shall be available to the volunteer for consultation and assistance.

Plan of Work

Each volunteer will be provided with a scope of work job description and assistance in understanding the expectations of her/his service.

Training

The supervisor will provide the proper on-the-job training for each volunteer, and provide information and tools to perform her/his duties. Other training opportunities may arise in the form of workshops and meetings. Some activities may require the volunteer to have specific qualifications.

Working Alone Prohibited

At no time shall any volunteer work alone at a work site. The volunteer's supervisor or an adult volunteer leader shall be present at all times.

Safety

Volunteers are responsible for:

- Supporting efforts to promote safe working conditions and habits.
- Making full use of safety equipment and safeguards provided for assigned tasks.
- Reporting immediately all unsafe work conditions to their supervisor.

Responsible Staff Member

An Explore Park staff member or adult volunteer leader who is directly responsible for the project shall be on the premises or readily accessible in case of an emergency or unanticipated need.

Work Site

The work site shall be provided with the necessary equipment, facilities, and space to enable the volunteer to effectively and comfortably perform her/his duties. Volunteer work sites are subject to the same safety requirements as are all park work sites.

Access to Property and Materials

Volunteers shall have access to Explore Park property and materials necessary to fulfill their duties, and shall receive training in the operation of any necessary equipment. Property and materials shall be used only when directly required for the volunteer's task.

Access to Information

Volunteers shall have access to information pertinent to the performance of their work assignments, except for information which Explore Park deems to be confidential.

Hazard Communication

Volunteers shall have access to Explore Park's file of the Material Safety Data Sheets (MSDS) for known hazardous materials to which volunteers may be exposed through their work assignments. The MSDS file provides information on the chemicals that may be present, proper application of the chemicals, equipment necessary to handle them, and what to do in case of an emergency. Supervisors are required to provide the appropriate safety equipment.



SCHOLARSHIP POLICY

Scholarship programs serve a very important purpose in terms of creating equity and fairness in offerings. They ensure greater accessibility to all cross-sections of the community and help build a society that values the underprivileged and seeks to help make things better. Additionally, by having set dollar amounts, these programs offer the scholarship recipient a choice in the type of programs that they want to partake in, be it a number of individual classes or just extended camps.

To ensure the effective implementation of such a policy, it is important to have adequate representation from the park staff (manager and field staff involved in the implementation of the policy) and the program staff liaisons involved and weighing in on the workings of the policy. The field staff must evaluate the effectiveness of the policy on a consistent basis to ensure it serves its purpose and that the eligibility criterion is fair.

STATEMENT OF INTENT

Roanoke County Scholarship Program will ensure that qualifying residents have affordable access to participation in Explore Park programs, classes and services

ELIGIBILITY CRITERIA

- Youth (0-18 years).
- Submit/show proof of restricted income, determined by one of the pre-existing state and/or federal level programs listed below:
 - Subsidized housing, Section 8 rent subsidy.
 - Aid to Families with Dependent Children (AFDC).
 - Temporary Assistance for Needy Families (TANF).
 - Food Stamps.
 - Women, Infants & Children (WIC).
 - Supplemental Security Income (SSI).
 - Military personnel.
 - Unemployment benefits.
- Complete/submit scholarship application form.
- Applicant must be a parent or legal guardian of recipient if under age 18 years.

PROGRAM ELIGIBILITY

- Scholarships will apply to fee based recreation classes that meet more than one time

SCHOLARSHIP AMOUNT AND FREQUENCY

- The scholarship will cover 50% of the listed fee to participate. The scholarship recipient is required to pay the remaining 50% of the listed price of the class.
 - Any additional costs (supplies, etc.) are the responsibility of the recipient.
- The funding level for scholarships will be dependent upon the revenues collected each fiscal year. The amount that each individual is eligible for will be posted at all sites to ensure that the public is aware of changes to the program.

FUNDING

- 2%-3% of revenue generated will be allocated to Roanoke County scholarship fund, ensuring that scholarships remain a budgeted item.
- Roanoke County scholarship fund is available for donations and contributions.



APPENDIX 4 - MAINTENANCE STANDARDS RECOMMENDATIONS

The ultimate objective of maintenance is to provide a facility that is as close to original condition as possible. This objective is difficult to achieve due to normal wear and tear, participation traffic, and environmental conditions. The desire is to accomplish the following: provide safe, clean and attractive facilities; minimize down time of equipment and facilities through preventive maintenance; minimize normal deterioration of facilities; and, renovate, replace facilities before conditions deteriorate.

The following maintenance standards are recommended for Explore Park, These maintenance standards are supported by best practices from PROS Consulting's experience working with other parks similar to Explore Park. Ideally, the staff would need to establish work plans to support these standards, using the right type of staff position (either FT/PT/ Seasonal), with the right skills required for the tasks to be accomplished, with the right pay level to achieve the most efficient operation while meeting the standards outlined.

10.1.2 LEVEL 1 MAINTENANCE STANDARDS

- Campground - During Season:
 - Campsites inspected daily for broken glass and dangerous materials.
 - Fireplaces and or grills cleaned out after every camper leaves the site as needed.
 - Garbage picked up daily on weekdays ; two times a day on weekends.
 - Restrooms cleaned twice a day on weekdays; three times a day on weekends.
 - Campsites mowed once a week.
 - Signs inspected once a week.
 - Weeds trimmed around posts and signs once a week.
 - Lighting checked once a week.
 - Safety horns (air horns or the equivalent of) checked once a month.
 - Hard surfaces cleaned once a week.
 - Regional dumpsters emptied once a week.
 - Recycling containers emptied as needed.
 - Tree hazards removed as needed.
 - All electrical hookups are working to the amps required and checked once a week.
 - All hand dryers are working and checked daily.
 - Laundry facilities are checked to ensure they are in good working order and change machines filled daily.
- Concession Standards (outdoor):
 - Concession facilities cleaned, wiped down, and sanitized before opening.
 - Electrical appliances checked for compliance and repaired if damaged.
 - Lights checked and repaired as needed.
 - Concession operating permits secured before opening.
 - Appliances cleaned thoroughly before opening.
 - Prices for concessions will be posted.
 - Cash registers tested to ensure they work properly.
 - Circuit breakers tested prior to opening.
 - Cleaning and sanitization supplies on hand before opening.
 - Pick up debris daily.

- Closing Concession Standards (outdoor):
 - Equipment cleaned thoroughly.
 - Supplies removed and discarded.
 - Selected electricity to be turned off.
 - Refrigerators turned off and sealed.
 - Facility floors, sinks, and counters cleaned thoroughly.
 - Hoses cleaned and drained.
 - Kitchen cleaned thoroughly.
 - Inspections of standards will occur monthly.
- Open Space Standard:
 - Maintain natural appearance to open space areas.
 - Remove trees and branches that pose a hazard to the users of the area.
 - Respond to disease and insect outbreaks within 24 hours of identification.
 - Inspect areas monthly.
 - Remove and clean dump sites within 48 hours of identification.
 - Post and maintain appropriate signage for each individual area.
 - Implement annual strategies to assist in reducing non-native invasive plants by 5%.
 - Work with local and County animal control officials to remove feral and/or over populated native animals whenever possible.
 - No large branches or debris will be allowed in parks and along perimeters.
- Hospitality/Visitor Center:
 - Floors swept, cleaned, mopped, and vacuumed after each use. Spills/soiling addressed immediately.
 - General tile floors stripped and waxed not to exceed 4 months or sooner if required.
 - Windows are to be cleaned daily in high use areas, inside once weekly and outside once bi-weekly.
 - Dusting/dust removal to be accomplished daily on furniture, wall hangings etc.
 - Trash and litter removed daily or as necessary.
 - Restrooms should be cleaned, sanitized, and stocked as necessary.
 - Drinking fountains cleaned daily.
 - Interior walls and exhibits will be cleaned monthly or sooner as required. Marks and blemishes corrected upon discovery. Base covers cleaned monthly. Paint every 4 years.
 - Exterior walls clean and/or pressure washed seasonally or as needed. Paint every 4 years.
 - Ceiling tiles replaced if discolored or broken. Ceiling tile and lighting track adjustments made upon discovery.
 - Plaster/sheet rock ceilings to be cleaned once every 6 months and painted every 4 years.
 - HVAC preventative maintenance procedures and inspection done every 6 months.
 - Interior lights/general areas replace bulbs within 8 hours of discovery. Fixtures to be cleaned once every 6 months and/or when lights are changed.
 - Exterior lights/bulbs to be replaced within 8 hours of discovery.
 - Fire/burglar/emergency alarms to be inspected once every 6 months and deficiencies repaired immediately.
 - Kitchen and concessions maintained in compliance with health and safety code.
 - Gutter cleaned no less than twice annually, more if conditions warrant.



- Inspect electrical systems and components on an annual basis. If hazardous conditions occur, repair within 24 hours.
- Inspect plumbing equipment and fixtures annually. If hazardous conditions occur, repair within 24 hours.
- Clean grease traps every 6 months or as conditions dictate.
- Interior signs and exhibits maintained at 100% of design and policy standard. No hand drawn signs allowed.
- Exterior signs will be permanently affixed and maintained at 100% of design and policy standard.
- A general inspection of the building for safety and cleanliness will be conducted daily.
- Interior counters cleaned and wiped down daily.
- Inspection for plumbing done yearly or as needed.
- Emergency lighting checked annually.
- Fire systems checked annually.
- Elevator checked annually.

10.1.3 LEVEL 2 MAINTENANCE STANDARDS

Maintenance standards can change by season and month depending on the level of use. Standards will be calculated by time and equipment needed to develop the required operation budgets. The difference between Level 1 and Level 2 standards is the frequency rate.

- Turf Maintenance:
 - Mowing will occur once weekly.
 - Mowing heights:
 - 2½" during cool season (daytime highs consistently below 75 degrees).
 - Edging of all turf perimeters will occur weekly during season and every two weeks in off-season.
 - 88% turf coverage.
 - 8% weed infestation.
 - 4% bare area will be acceptable after play begins.
 - Remove grass clippings if visible.
 - Aerate once annually in low use areas.
 - Aerate twice annually in high use areas (additional if needed).
 - Inspect thatch layer regularly and remove as needed.
 - Test soil and water annually.
 - Additional testing will occur if deemed necessary.
 - Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours.
 - Fertilize twice yearly.
- Tree and Shrub Maintenance:
 - Prune/trim trees and shrubs as dictated by species at least once annually.
 - Apply fertilizer to plant species only if plant health dictates.
 - Remove sucker growth as needed.
 - Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours.
 - Place 2" of organic mulch around each tree within a minimum 18" ring.
 - Place 2" of organic mulch around shrub beds to minimize weed growth.
 - Remove hazardous limbs and plants immediately upon discovery.

- Remove hazardous trees and plant material within 30 days of discovery except in natural areas. Only on trails.
 - Remove or treat invasive plants yearly.
- Storm Cleanup:
 - Inspect drain covers at least once monthly and immediately after flooding occurs.
 - Remove debris and organic materials from drain covers every other month.
 - Inspect and clean drains before forecasted storms begin.
 - Maintain water inlet height at 100% of design standard.
 - Invasive plant removal once a year, or as needed.
 - Drain system maintenance done once a year.
- Litter Control:
 - Pick up litter and empty containers at least every other day or as needed.
 - Remove leaves and organic debris once a week.
- Playground Maintenance:
 - Audit each playground to insure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety”.
 - Complete low-frequency playground inspections at least bi-monthly or as required. All low-frequency inspections are to be completed by a Certified Playground Safety Inspector (CPSI). Complete safety-related repairs immediately and initiate other repairs within 48 hours of discovery.
 - Complete high-frequency inspections at least weekly.
 - Grooming surface two times weekly.
- Hard Surface Maintenance:
 - Remove debris and glass immediately upon discovery.
 - Remove sand, dirt, and organic debris from walks, lots, and hard surfaces every 30 days.
 - Remove trip hazards from pedestrian areas immediately upon discovery.
 - Paint fading or indistinct instructional/directional signs every other year.
 - Remove grass in the cracks monthly.
- Trail Maintenance:
 - Inspect hard and soft surface trails at least once monthly.
 - Remove dirt, sand, and organic debris from hard surfaces at least once monthly.
 - Remove organic debris from soft surfaces at least once monthly.
 - Maintain a uniform 2-4” depth of compacted material on soft surface trails.
 - Mechanically or chemically control growth 24” on either side of the trails.
 - Remove overhanging branches within 84” of the trail surface at least once annually.
 - Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within ten days of discovery.
- Site Amenity Maintenance:
 - Inspect benches, trash containers, picnic tables, grills, bicycle racks, drinking fountains, and other site amenities at least monthly. Complete repairs within 5 days of discovery.
 - Cleaning and washing annually.
- Fence and Gate Maintenance:
 - Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within five days of discovery.
 - Clean debris annually.



- Sign Maintenance:
 - Inspect sign lettering, surfaces, and posts at least once every three months.
 - Repair/replace signs to maintain design and safety standards within five days of discovery.
 - Clean sign once a year.
- Vandalism and Graffiti Removal:
 - Initiate repairs immediately upon discovery. Document and photograph damages as necessary.
- Picnic Shelters:
 - Reserved units cleaned and litter removed prior to and after each reservation.
 - Minor repairs are made immediately upon discovery.
 - Non-reserved units are cleaned bi-weekly, or as necessary.
- Lighting Security/Area:
 - Inspect quarterly.
 - Repairs/bulb replacement will be completed within 72 hours of discovery.
- Hospitality Center/ Visitor Center:
 - Floors swept, cleaned, mopped, and vacuumed after each use. Spills/soiling addressed immediately.
 - General tile floors stripped and waxed not to exceed 4 months, or sooner if required.
 - Windows are to be cleaned inside once weekly, outside once bi-weekly and daily for use area.
 - Dusting/dust removal to be accomplished daily on furniture, wall hangings etc.
 - Trash and litter removed daily or as necessary.
 - Restrooms should be cleaned, sanitized, and stocked after each use, or as necessary.
 - Drinking fountains cleaned daily.
 - Interior walls cleaned monthly or sooner if required. Marks and blemishes corrected upon discovery. Base covers cleaned monthly. Paint if applicable every four years.
 - Exterior walls clean and/or pressure washed seasonally or as needed. Paint if applicable every four years.
 - Ceiling tiles replaced if discolored or broken. Ceiling tile and lighting track adjustments made upon discovery.
 - Plaster/sheet rock ceilings to be cleaned once every 6 months and painted every four years.
 - HVAC preventative maintenance procedures and inspection done every six months.
 - Interior lights/general areas replace bulbs within eight hours of discovery. Fixtures to be cleaned once every six months and/or when lights are changed.
 - Exterior lights/bulbs to be replaced within eight hours of discovery.
 - Fire/burglar/emergency alarms to be inspected once every six months and deficiencies repaired immediately.
 - Kitchen and concessions maintained in compliance with health and safety code.
 - Gutters cleaned no less than twice annually, more if conditions warrant.
 - Inspect electrical systems and components on an annual basis. If hazardous conditions occur, repair within 24 hours.

- Inspect plumbing equipment and fixtures annually. If hazardous conditions occur, repair within 24 hours.
- Clean grease traps every six months, or as conditions dictate.
- Interior signs and exhibits maintained at 100% of design and policy standard. No hand drawn signs allowed.
- Exterior signs will be permanently affixed and maintained at 100% of design and policy standard.
- A general inspection of the building for safety and cleanliness will be conducted daily.
- Interior counters cleaned and wiped down daily.
- Inspection for plumbing done yearly or as needed.
- Emergency lighting checked annually.
- Fire systems checked annually.