

Chapter 3

Operation Strategy

The Straddleline ORV Park will be managed and operated by Grays Harbor County. Originally opened in 1980, the ORV Park has served the recreational needs of off-road enthusiasts for almost 25 years. In October of 2005 Grays Harbor County secured the right for the park to continue to operate under Thurston County's non-conforming use policy. It is the intent of Grays Harbor County, with the support of park users, to manage the park toward the end goal of becoming a self sustaining enterprise.

Period of Operation

The ORV Park will operate April through mid-October each year. The grand opening will occur the first weekend in April. The park hosts an average of 25,000 visitors each year. Peak use occurs during the months of May, June and July with almost 60 percent of the total annual attendance occurring during this 90-day period.

Functional Use

Functional use categories for the park include day use, camping, ORV events, youth/children's activities and training.

- General Day Use – This category consists of non-competitive type activities including 4x4 vehicle activities, two-wheel motorcycles, ATVs, go-karts, rally cars, and off-road buggies.
- Camping – Currently the site facilitates 300 dry campsites for campers and RVs and tents. The facility offers a dump site and heated restrooms with showers. Grays Harbor County intends to upgrade the campsite facilities to offer water and electric utility hookups and operate the campgrounds year round to generate additional revenue.
- Competitive/Organized events and activities – This category includes motocross racing, 4x4 play days, dirt track racing, drag racing, sprint racing, trail events, rally events, and poker runs.
 - There are tentatively 20 organized events scheduled for the 2006 operating season and several more waiting to be scheduled.
- Other Recreation Functions – This category includes trail riding, track use, off-road use, and youth/children's activities and training.

At the time of the park's closing in 2003 there were approximately 20 ORV sports activities clubs/associations that actively used the ORV Park. They had a collective membership of 3,882 persons which expands to a service group of 12,496 persons when the extended family members are accounted for.

During the park's one-month opening in October of 2005, the park generated an attendance of 904 persons and grossed approximately \$7,000.

Proposed Fee Schedule

The following represents the proposed fee schedule for the park's first full season of operation:

Camping	\$15.00/night
Day Use	\$10.00/day
Spectator	\$ 5.00/day (park's portion)
Hall Rental	\$150.00/day, plus deposit
Event Fees*	
National Events	
Playdays	

**Event fees are set by the sponsor per event and a negotiated amount is paid to the Park.*

These fees will be reviewed on an annual basis to determine cost/benefit. Fees will be adjusted as necessary.

Initial estimates suggest that due to the park's three year closure, organized events will be down during the first full year of operation as most events are scheduled at the end of each operating season. The park will most likely experience reduced revenues during its first three years of operation during which time the County and user groups will work together to develop an informal marketing plan to facilitate the park in becoming self-sustaining.

Maintenance and Operation

The maintenance and operational needs of the park fall into five major categories including seasonal needs, buildings, mechanical systems, drainage and sediment control, equipment and vehicles.

Seasonal needs include the following:

- Season Opening
 - Check all buildings, facilities, vehicles and equipment for damage and operability
 - Clean all buildings and grounds
 - Charge all water systems and check for leaks
 - Inspect all drainage systems, train staff on operations and maintenance
 - Restore campgrounds (tables, trash cans, etc.)
 - Stock information centers
 - Service locks
 - Provide necessary training to staff and volunteers
- Operating Season
 - Daily – Check garbage, patrol grounds, keep phone messages and signs current
 - Weekly – Inspect playground for maintenance and safety needs
 - Every 10 days - Mow and trim lawn and campgrounds

- Every two weeks - Mow fields
- Monthly - Trim remote areas, weed beds, clean fire pits
- Twice per season - Wash tables
- Twice per year – Perform major playground inspections as recommended in the Public Playground Safety Handbook guidelines
- Season Closing
 - Check and clean all buildings, facilities, grounds, vehicles and equipment
 - Drain and winterize all water systems
 - Inspect Park Drainage system and implement action steps to prevent sedimentation
 - Winterize camp areas
 - Stock information centers
 - Service all locks
 - Account for and return all change funds to the appropriate County office
- Off Season
 - Daily - Patrol grounds, keep phone messages and signs current
 - Perform weekly and monthly inspections of the drainage system (to be performed daily during heavy rain events)
 - Weekly – Inspect playground for maintenance and safety needs
 - Twice per year – Perform major playground inspections as recommended in the Public Playground Safety Handbook guidelines
 - Balance petty cash fund prior to year end

Building needs include the following:

- Daily – Clean restrooms, every two hours (if needed) during events
- After use – Clean concession stands, check meeting hall for cleaning per rental agreement
- Weekly – Check all water, drainage and electrical systems
- Monthly – Wash windows
- Biannually – Clean walls, windows, floors and exterior, clean and check roofs and gutters, service all locks
- Annually – Winterize and secure all building in October, facilitate fire extinguisher inspection
- Paint every five years

Mechanical systems needs include the following:

- Daily – Visibly check all faucets and restrooms, maintain phone recorder and keep messages current, monitor thermostats, check well houses for proper heating during freeze events
- Weekly – Check all plumbing for leaks, check electrical panels
- Monthly – Check fuel tanks, update use records
- Biannually – Service locks
- Annually – Oversee annual gas tank checks, maintain and inspect drain fields and septic tanks

Drainage and sediment control needs include the following:

- Weekly
 - Inspect French drains, remove excess silt and debris and repair damaged fabric
 - Inspect all outlet filters, change straw bails, rock, and silt fence as needed, change filters annually
 - Inspect culverts, keep clear and free of debris
 - Inspect drainage ditches, keep clear and free of debris
- Monthly
 - Inspect all catch basins, keep free of debris and thoroughly clean when sediment reaches 1/3 capacity of the structure, maintain access at all times
 - Inspect retention ponds, silt must be removed in late summer during low water levels
- Manage park drainage system to prevent sediment from being discharged into Mox-Chehalis Creek

Equipment and Vehicle needs include the following:

- Equipment
 - Inventory twice per year
 - Maintain ongoing list of needed items
 - Keep all items in safe working condition, store properly after each use
 - Schedule service for power equipment
- Vehicles
 - Monitor use
 - Schedule regular maintenance
 - Keep records of use and maintenance
 - Provide training as needed
 - Wash every two weeks

Management Strategy

The management strategy for Straddleline ORV Park is to keep as many of the ongoing operations as possible staffed and operated by Grays Harbor County. Profits can then be reinvested back into the park. This management strategy will facilitate ongoing dialog between the County and park users to ensure that the park grows toward the needs of the users. It will also assist the County in meeting the needs of park neighbors. Vendors or concessionaires will be used on an as-needed basis.

In order to increase park revenues a revision in the park layout that allows for congruent, multiple uses is recommended. The campground facilities should also be upgraded to include water and electrical service and should be maintained/operated on a year round basis. The associated costs are identified in the Capital Improvement Program.

In the event that it becomes necessary to engage a vendor or concessionaire in park operations the County, as the project sponsor, will maintain responsibility for assuring compliance with all applicable State and Federal requirements and all IAC Agreement compliance obligations.

All agreements for the operation of IAC assisted projects by vendor/concessionaire or other private organizations or individuals shall include the following:

- The right and authority of the County to periodically review the performance of the vendor/concessionaire and terminate the lease or agreement if its terms and the provisions of the grant agreement, including standards of maintenance, public use, and accessibility are not met.
- The agreement shall clearly indicate that the leased/concession area is to be operated by the vendor/concessionaire for public purposes in compliance with the provisions of the IAC Project Agreement.
- The agreement shall require that the area be identified as being publicly owned and operated for public outdoor recreation purposes on all signs, literature, and advertising and that the vendor/concessionaire be identified as such so as not to mislead the public into believing that the area is private.
- The agreement shall require that all fees charged by the vendor/concessionaire to the public must be competitive with similar facilities.

Before execution of the lease/agreement between the County and the vendor or concessionaire, the document shall be reviewed and approved by the IAC. [According to the provisions set forth in IAC-SRFB MANUAL 7 ~ *FUNDED PROJECTS: POLICIES* ~ MARCH 17, 2004 SECTION 2 – GENERAL POLICIES.]

Economic Performance

The following financial statement presents a three year financial forecast for park operations, maintenance, and capital improvements. The associated Budget Forecast Notes provide line item explanations. The Maintenance and Operations Budget provides an expanded breakout of expenditures for the 2006 and 2007 operating seasons.

Please note that the insurance costs are not finalized as of this publication and are subject to change.

Table #1
Straddleline ORV Park
Budget Forecast

	2006	2007	2008
Beginning Fund Balance	\$ 0	\$ 22,829	\$ 20,283
<u>Revenues</u>			
IAC M&O Assistance Funds	225,000	125,000	0
IAC M&O Grant (assumed)	0	0	100,000
IAC Capital Grant Conversion (assumed)	50,000	0	0
IAC Capital Grant (assumed)	0	87,000	90,000
IAC Enforcement & Education Grant (assumed)	0	0	17,000
Park Revenues	150,000	163,500	178,215
Total Revenues	\$ 425,000	\$ 375,500	\$ 385,215
<u>Expenditures</u>			
Wages and Benefits	108,671	111,931	115,289
Concession Wages	8,000	8,240	8,487
Law Enforcement	16,000	16,480	17,000
Insurance	50,000	55,000	60,500
Other Operating Costs	96,500	99,395	102,377
<i>Sub Total: Operations Expenditures</i>	\$ 279,171	\$ 291,046	\$ 303,653
Capital Expenditures	123,000	87,000	90,000
Total Expenditures	\$ 402,171	\$ 378,046	\$ 393,653
Projected Ending Fund Balance	\$ 22,829	\$ 20,283	\$ 11,845

Budget Forecast Notes

REVENUES

IAC M&O Assistance Funds

- Assumes a one time assistance grant of \$350,000 to reopen the park. \$225,000 accounted for in 2006, and \$125,000 in 2007.

IAC M&O Grant

- Assumes attainment of \$100,000 M&O competitive grant for 2008.

IAC Capital Grant Conversion (assumed)

- Assumes conversion of remaining \$50,000 in unused capital grant funds to complete drainage system improvements in 2006.

IAC Capital Grant (assumed)

- Assumes an \$87,000 Capital Improvement Grant in 2007.
- Assumes a \$90,000 Capital Improvement Grant in 2008.

IAC Enforcement and Education Grant (assumed)

- Assumes a \$17,000 Enforcement and Education Grant in 2008, to cover the cost of law enforcement for the park.

Park Revenues

- 2006 park revenue is based on a reduced average of 2000/2001 revenue at year-end.
- Includes fees for camping, day use, events, concessions, and miscellaneous revenue (i.e. rentals).
- 2007 and 2008 park revenues assume a 9% annual growth rate based on historic growth figures (2000, 2001).

EXPENDITURES

Wages and Benefits

- Includes wages and benefits for 1 full time park manager, and wages for 3 seasonal maintenance positions.
- 2007/2008 wages and benefits assume a 3% annual increase.

Concession Wages

- Includes wages for part-time labor of 1 manager and 3 support positions, based on a maximum shift of 4 hours.
- 2007/2008 Concession Wages assume a 3% annual increase.

EXPENDITURES (cont.)

Law Enforcement

- Assumes hiring off-duty Sheriff Deputies at the equivalent of two 8-hour shifts per week for 20 weeks of peak season at an estimated hourly rate of \$50/hour.
- 2007/2008 Law Enforcement assumes a 3% annual increase.

Insurance

- Based on initial market estimates and assumes purchase of coverage through private insurer. *NOTE: A readjustment in this line item will occur upon receipt of final quotes.*
- Assumes market rate increase of 10% per year for 2007 and 2008.

Other Operating Costs

- Includes all other non-personnel costs. Please refer to Maintenance and Operations Budget for line item breakdown.

Capital Expenditures

- Includes \$73,000 in 2006 for immediate site and facility improvements, security system and signage, as identified in the Statement of Needs and the Capital Improvement Program.
- Includes \$50,000 in 2006 for assumed capital grant conversion to complete drainage system improvements.
- Expenses an assumed \$87,000 Capital Improvement Grant in 2007.
- Expenses an assumed \$90,000 Capital Improvement Grant in 2008.

Table #2
Straddleline ORV Park
Maintenance and Operations Budget
2006

Note – Figures rounded to the nearest dollar.

Salaries and wages – 1 Full time manager	\$ 50,400.00
3 Seasonal maintenance positions	\$ 38,592.00
Social Security	\$ 7,119.00
Retirement	\$ 1,260.00
Medical/Dental/Life Insurance	\$ 6,000.00
Labor & Industries	\$ 4,500.00
Unemployment Compensation	\$ 500.00
Long term disability	\$ 300.00
Supplies	\$ 10,000.00
Small tools & Minor equipment	\$ 5,000.00
Utilities – Telephone	\$ 2,000.00
Utilities – Electricity	\$ 8,000.00
Utilities – Water/Sewer/Garbage	\$ 7,000.00
Advertising	\$ 2,000.00
Operating rental/leasing	\$ 10,000.00
Public health – Septic permits, water system tests	\$ 1,000.00
Postage	\$ 200.00
ER & R Fuel	\$ 4,000.00
ER & R Maintenance fees	\$ 35,000.00
Insurance	\$ 50,000.00
Law Enforcement	\$ 16,000.00

The following are concession stand items only

Extra help – 1 Manager, 3 Part time positions	\$ 8,000.00
Misc. Supplies	\$ 1,000.00
Items purchased for resale	\$ 10,000.00
Professional services	\$ 1,000.00
Public Health – Inspection and permit	\$ 300.00

Total Annual Budget **\$ 279,171.00**

Table #3
**Straddleline ORV Park
Maintenance and Operations Budget
2007**

Note - Figures rounded to the nearest dollar.

Salaries and wages - 1 Full time manager	\$ 51,912.00
3 Seasonal maintenance positions	\$ 39,750.00
Social Security	\$ 7,332.00
Retirement	\$ 1,298.00
Medical/Dental/Life Insurance	\$ 6,180.00
Labor & Industries	\$ 4,635.00
Unemployment Compensation	\$ 515.00
Long term disability	\$ 309.00
Supplies	\$ 10,300.00
Small tools & Minor equipment	\$ 5,150.00
Utilities - Telephone	\$ 2,060.00
Utilities - Electricity	\$ 8,240.00
Utilities - Water/Sewer/Garbage	\$ 7,210.00
Advertising	\$ 2,060.00
Operating rental/leasing	\$ 10,300.00
Public health - Septic permits, water system tests	\$ 1,030.00
Postage	\$ 206.00
ER & R Fuel	\$ 4,120.00
ER & R Maintenance fees	\$ 36,050.00
Insurance	\$ 55,000.00
Law Enforcement	\$ 16,480.00

The following are concession stand items only

Extra help - 1 Manager, 3 Part time positions	\$ 8,240.00
Misc. Supplies	\$ 1,030.00
Items purchased for resale	\$ 10,300.00
Professional services	\$ 1,030.00
Public Health - Inspection and permit	\$ 309.00

Total Annual Budget **\$ 291,046.00**