

RECLAMATION

Managing Water in the West

Outdoor Recreation Business Plan Guidebook



U.S. Department of the Interior
Bureau of Reclamation
Denver, Colorado

July 2008

Mission Statements

The mission of the Department of the Interior is to protect and provide access to our Nation's natural and cultural heritage and honor our trust responsibilities to Indian Tribes and our commitments to island communities.

The mission of the Bureau of Reclamation is to manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public.

Outdoor Recreation Business Plan Guidebook

Submitted to:

United States Department of the Interior
Bureau of Reclamation
Policy and Program Services
Denver, Colorado

Prepared for the Bureau of Reclamation by:

Mark S. Forbes, Deputy Director
Division of State Parks and Recreation
Department of Natural Resources, State of Utah
under Requisition No. 06409200021

In cooperation with

Frederick Liljegren and Vernon Lovejoy
United States Department of the Interior
Bureau of Reclamation

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**U.S. Department of the Interior
Bureau of Reclamation
Denver, Colorado**

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Acronyms and Abbreviations

BLM	Bureau of Land Management
CY	calendar year
Guidebook	Outdoor Recreation Business Plan Guidebook
IRR	internal rate of return
NPS	National Park Service
NPV	net present value
Reclamation	Bureau of Reclamation
ROI	return on investment
SWOT	strengths, weaknesses, opportunities, and threats
USFS	U.S. Forest Service

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Executive Summary/Introduction

In 2004, the Bureau of Reclamation's (Reclamation) Office of Program and Policy Services (now Policy and Program Services) commissioned a study to determine the overall welfare of the 66 non-Federal partners that manage 159 recreation areas on Reclamation land and water throughout the 17 Western States. The study concluded with five recommendations:

1. Assist the partners in developing or improving their recreation management plans
2. Encourage the use of best recreation business practices
3. Strengthen the partner's financial solvency
4. Continue collaborative communications
5. Consistency with agreements, contracts, and planning documents

The Office of Program and Policy Services identified the need to help Reclamation and its partners with best recreation business practices and financial solvency by preparing a simple business plan approach to assist in their decisions in managing recreation areas. The non-Federal partners have recognized the need for a simple but effective tool for planning, implementing and monitoring park programs that can be utilized by the park or program manager—those on the front line.

In the spirit of collaboration, both Reclamation and Utah State Parks recognized the benefits of combining resources to develop an "Outdoor Recreation Business Plan Guidebook" (Guidebook) for public entities.

Purpose

The purpose of this Guidebook is to provide a how-to guide to facilitate the development of a simple but effective business plan with limited resources. **A business plan is a tool to address the economic consequences of various management decisions.** It does not address or discount the importance of nonmarket values such as the common good from people spending time in nature, the social benefits of providing settings for activities that improve public health, and venues for environmental education and open space for natural processes, nor does it suggest that all actions must result in a profit.

Outdoor Recreation Business Plan Guidebook

The guidelines and criteria used to develop this Guidebook are as follows:

1. *Simple* – The end product should be no more than 20 pages, with terminology familiar to the end user.
2. *Useful* – The final plan developed by staff should provide a practical, usable plan of action that will aid the program in completing its goals and objectives.
3. *Easily implemented* – The plan must be developed in such a way that staff can easily implement the various tasks identified in the plan.
4. *Measurable* – Actions and results must be measurable.

The following sections in this Guidebook include step-by-step instructions on how to develop an effective, usable business plan. This Guidebook also includes a business plan template that can be readily used and modified as needed.

Guide to Developing the Business Plan

The business plan is a tool that helps staff efficiently plan, organize, evaluate, and implement available resources to meet the organization's goals and objectives. In general, business plans forecast 2 to 3 years into the future and are task oriented.

Since there are many different formats, the **Cover Page**, **Table of Contents**, and **Introduction** to the business plan are left up to the individual entity to prepare. This provides ample flexibility to follow the entity's formatting and visual identity.

The following sections refer to an outlined template that follows and includes a description of each component, instructions and/or guidelines, and reference information.

Program Mission, Vision, Values, and Objectives

The purpose of this section is to clearly describe the recreation program's goal or objective. This is accomplished by using mission, vision, and value statements. These statements should be reflected, ultimately, in the implementation and work plans.

Mission

The mission statement should describe the organization's purpose for existence.

Vision

The vision statement should describe the desired condition or state of being the organization wishes to become (e.g., levels of services or facilities).

Values

What characteristics or conduct is desired? It is a reflection of how we will achieve our goals and objectives. Innovation, efficiency, and customer service are examples of characteristics that are valued.

Objectives

Objectives should be very specific and clear (e.g., increase revenues/reduce expenses by 10 percent within the next 12 months).

Park Description, Strengths, Weaknesses, Opportunities, and Threats (SWOT)

This section identifies key features of the park and elements of the organization, focusing on its structure and the people who will provide the services and/or products of the program.

Park Description

A short description of the history, resources, geography, and physical location of the park or program.

Description of Facilities and Services

Identify key features of the park (e.g., campsites, type of bathrooms, utility hookups, vistas, group facilities, activities, and services provided).

Personnel Plan

The personnel plan identifies paid and volunteer staff and their specific responsibilities and duties. The plan should also identify what level of decisionmaking authority each position carries. Where possible, a weekly schedule should be included to help identify any potential staff shortages or conflicts.

Park Partners

Partnerships, cooperative agreements, and joint ventures are oftentimes an effective and efficient way to deliver specific products and/or services. Agency partners are encouraged when funding can be leveraged or efficiencies gained.

The list below identifies some common partners for outdoor recreational services:

1. *Federal agencies* – Reclamation, U.S. Forest Service (USFS), National Park Service (NPS), Bureau of Land Management (BLM), U.S. Army Corps of Engineers, and Tennessee Valley Authority.

2. *State and local agencies* – State agencies, cities, and counties often serve the same customer base and can benefit from serving those customers.
3. *Businesses* – Both large corporations and small, local businesses can make excellent partners as sponsors or providers of products and services. Recreation agencies should look for opportunities where both the agency and business benefit from the venture.
4. *Concessionaires* – There are many specialized businesses and entrepreneurs that can augment recreational services that the agency cannot effectively deliver due to a lack of expertise, personnel, and/or capital.
5. *Non-profits* – Foundations, friend groups, associations, and clubs are made up of individuals who have a particular interest in and passion for specific activities. Because of their energy and passion, these groups and individuals can be great allies in fundraising, knowledge, and volunteer support.

Strengths, Weaknesses, Opportunities, and Threats

The SWOT analysis aids the program manager in scrutinizing her/his organization's strengths and weaknesses as well as potential market/economic opportunities and threats. The SWOT analysis can be divided into three parts, as defined below:

- *Strengths and weaknesses* – Internal in nature and focus on what the entity has or provides what it does not have
- *Opportunities and threats* – These are external forces (e.g., changes in technology, customer preferences, and economic conditions/trends)
- *Summary* – Should identify the organization's competitive edge or those attributes no one else offers to specific customers (strengths and weaknesses) and how to capitalize on the unique conditions that exist in today's environment (opportunities and threats)

Market Analysis

The market analysis is a critical component of the business plan because it helps identify customers and their buying patterns as it relates to outdoor recreation. Listed below are several resources that staff may use in developing and performing an adequate market analysis. It should be noted that sometimes there is a charge required by the research source for their information.

Outdoor Recreation Business Plan Guidebook

1. Federal Bureau of Labor Statistics Web site
2. Other Federal agency Web sites (Reclamation, BLM, USFS, and NPS)
3. State and local tourism agencies
4. Outdoor recreation trade associations and magazines (e.g., campground, golf, boating, etc.)
5. National and State budget offices
6. Outdoor recreation retailers, suppliers, and vendors
7. Public and private colleges and universities
8. Market research companies

In a paragraph or two, summarize the findings from your market analysis.

Demographics

Utilizing available resources, identify the characteristics of a population (e.g., age, gender, residency, ethnicity, and purchasing preferences). The population can be as general or specific as needed. Much will depend on time, expertise, and funding of the organization performing the analysis. This is a description of existing conditions, not a marketing target.

User Characteristics

User characteristics or market segmentation is simply the exercise of categorizing your users and potential users (e.g., boaters, off-highway vehicle users, campers, international visitors, picnickers, etc.). Front-line staff members are a valuable resource for this exercise.

Market Trends

Identify the most relevant market trends (e.g., decreasing use of tent sites at State and national parks).

Market Needs/Demands

Based on demographics and other information gathered from available resources, identify specific market needs (e.g., water and power hookups at campgrounds, birding, group sites, walking trails) to accommodate the growing number of recreational users. It is recommended that only two or three of the most important needs be identified and focused on, especially if the organization has the capability of meeting the market need.

Identify the relevant characteristics and participants of the organization's industry (e.g., outdoor recreation). At a minimum, the following information should be identified:

1. *Current participants* – Both partners and competitors
2. *Industry trends* – What is happening to the industry overall
3. *Competition and buying patterns* – Identify your competitor's customers' likes or dislikes about their services

Financial Analysis

This brings all the previous information together by identifying specific strategies and an implementation or work plan.

Strategies, Work Plans, and Milestones Summary

Strategies should be aimed at meeting the organization's objectives set forth above and reflect the analysis and plans performed in the template spreadsheets in Attachment A of the appendix. At a minimum, each strategy should contain:

- The goal or objective the strategy will help to achieve (e.g., increase revenues)
- Short statement or description of what will be done (e.g., develop a corporate donor base)
- Identify specific tactics or methods to be used (e.g., direct mail to recreational vehicle associations to promote new facilities at park)

Strategies, Work Plans, and Milestones

The strategies and work plans are the culmination of the business planning effort and a schedule of milestones (target dates) to meet. It is recommended that the plan should cover 2 to 3 years. The following components are recommended:

- A description of the strategy (i.e., capital, marketing, or special event) (from strategy section)
- Work plans with identified tasks to accomplish the strategies
- Milestones (target dates) to accomplish the tasks in the work plans
- Assign the strategy and work plan to a responsible person(s)
- Identify funding amount and source

Financial and Impact Strategy Evaluation

This section helps the staff to determine his or her available funding and develop a usable spending plan or budget. Most public agencies separate their funding and expenditure needs by operations and capital requirements because of how they are funded. The operations budget typically reflects the daily operating needs and is limited to a 12-month period, while the capital budget, on the other hand, reflects the capital (property, plant, and equipment) needs of the organization and is long term in nature (e.g., construction of a marina).

To aid program managers in the development of these budgets, detailed worksheets have been developed and can be found on the CD/DVD provided. Support from the department's finance and accounting staff is highly recommended in this exercise. A financial impact evaluation should be performed on all alternative projects in order to determine which ones should be included in the organization's strategies. A summary of the project evaluation and the financial impact should be shown in this section (see sample plan).

Success Monitoring Performance Measures

Simple but meaningful performance measures are important to monitoring the success of the organization's operations. The measurements used should be easy to gather and report and accurately reflect what is happening daily. Some examples of performance measures used by State parks are as follows:

- Revenues
- Visitation/participation
- Expenditures
- Contribution margin
- Projects completed
- Services provided
- Milestones met

Performance Adaptation

The theory behind the business plan is that it is supposed to change. As performance is monitored, management needs to act on the information received. If a particular ad campaign is not generating the desired visitation, the resources need to be reallocated. At a minimum, the park or program manager, as well as any support staff, should be reviewing the measures on a monthly basis. Plans can and should change as conditions change.

Business Plan Template

The following template is an example of what you will find on the business plan CD/DVD. Using the templates, all you have to do is type the information in the boxes provided in each section.

Mission Statement

Vision Statement

Values Statement

Objectives

1.	
2.	
3.	

Park Description/Location

General Description

Park Facilities/Services

Table 1.—Park features and services

Feature/Service	Description

Organizational Summary

Table 2.—Personnel plan

Position	Primary duties/authority	Period CY07 ¹	Period CY08	Period CY09

¹ Calendar year.

Park Partners

Table 3.—Park partners

Partner	Potential or existing role
	•
	•
	•
	•
	•

SWOT Analysis

Table 4.—SWOT

Strengths	Weaknesses
1.	1.
2.	2.
3.	3.

Opportunities	Threats
1.	1.
2.	2.
3.	3.

Summary

Strengths, Weaknesses, Opportunities, and Threats Summary

--

Market Analysis

Market Summary

--

Demographics

Table 5.—Summary of demographic information

Demographic	Local	State	National	International
Population				
Average age				
Income				
Male				
Female				

User Characteristics

Table 6.—User characteristics

User	Description	Activities/Characteristics

Market Trends

Table 7.—Trends by outdoor recreation activity

Activity	Trend
	•
	•
	•

Market Needs/Demands

- 1.
- 2.
- 3.
- 4.

Financial Analysis

Strategies, Work Plan, and Milestones Summary

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Table 8.—Strategies, work plans, and milestones

Capital improvement strategy	Work plan(s)	Milestones (target date)	Assigned to	Funding

Marketing strategy	Work plan(s)	Milestones (target date)	Assigned to	Funding

Special event strategy	Work plan(s)	Milestones (target date)	Assigned to	Funding

Financial Summary of Selected Alternative

Table 9.—Financial summary of selected alternative

Investment summary strategy description	Net cash flow	Initial investment	Payback	ROI ¹	IRR ²	NPV ³
Total	\$	\$				\$

¹ Return on investment.

² Internal rate of return.

³ Net present value.

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Table 10.—Comparison of current and proposed plan

Financial summary	Current plan (\$)	Proposed plan (\$)	Net difference (\$)
CAPITAL EXPENDITURES			
OPERATING COSTS			
Total incremental labor			
Operating supplies/maintenance			
Utilities			
Other costs			
Overhead			
Total incremental costs			
REVENUE			
Total incremental revenue			
INVESTMENT ANALYSIS			
Net cash flow			
Initial investment			
Payback (years)			
Net present value (NPV)			
BREAK-EVEN ANALYSIS			
Break-even revenue			

Table 11.—Summary of annual funding sources

Revenue type	Current (\$)	Proposed (\$)	Net effect (\$)
General funds			
10% of revenues			
Federal funds			
Grants			
Restricted funds (law enforcement)			
Other funding sources			
TOTAL REVENUES			

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Table 12.—Summary of annual expenses

Expense type	Current (\$)	Proposed (\$)	Net effect (\$)
Wages and benefits			
Operating supplies/maintenance			
Utilities			
Other costs (contractor/professional services)			
Overhead			
TOTAL EXPENSES			

Success Monitoring

Table 13.—Performance measures

Goal	Action item	Measure description	Target score or range

Appendix A

**A State Park and Recreation
Sample Business Plan**

Stewart Lake State Park Business Plan

(Sample)

Stewart Lake State Park Business Plan (Sample)

Submitted to:

Department of Natural Resources
Division of Parks and Recreation
Office of the Director

Prepared for the Director by:

Stewart Lake State Park Superintendent

and

Division of Parks and Recreation Budget Officer
Division of State Parks and Recreation

Acronyms and Abbreviations

CY	calendar year
hp	horsepower
IRR	internal rate of return
NPV	net present value
OHV	off-highway vehicle
PV	present value
ROI	return on investment
RV	recreational vehicle

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Attachment A	Examples of project evaluations CD/DVD with business plan template
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Executive Summary/Introduction

The purpose of the business plan is to assist park management and staff at Stewart Lake State Park in making decisions regarding the management, operation, and development of park resources. This plan focuses on the financial impacts of management decisions. Information from this document will be used to inform State park management and State legislators of financial impacts at Stewart Lake State Park.

Mission, Vision, Values, and Objectives

The mission, vision, values, and objectives of Stewart Lake State Park are as follows:

Mission

Enhance the quality of life through outdoor recreation, leisure, and educational experiences.

Vision

Provide quality outdoor recreational experiences through camping, boating, fishing, biking, hiking, and off-highway vehicle (OHV) trails.

Values

Value meeting customer needs; innovation; clean and well-maintained facilities; preservation of natural surroundings and resources; affordable, safe, and accessible recreational activities.

Objectives

1. Increase overnight camping revenue (number of visitors and nights stayed)
2. Increase day-use revenues and visitation
3. Increase fishing activities and revenues

Park Description and Strengths, Weaknesses, Opportunities, and Threats

Description

Stewart Lake State Park was established in 1972, 2 years after the Bureau of Reclamation (Reclamation) built the reservoir as part of the Strawberry-Duchesne River Project. The reservoir is located off of Highway 40, next to the city of Duchesne (population 5,000), 1½ hours east of Salt Lake City and 6 hours from Denver, Colorado. Highway 40 is a main corridor from Denver to Salt Lake City. The reservoir has over 23 miles of sandy shoreline and rests at approximately 5700 feet above sea level. Many of its formations and geologic features are similar to Lake Powell, but with a shorter “warm season” limiting peak visitation to the summer months (late June – early September).

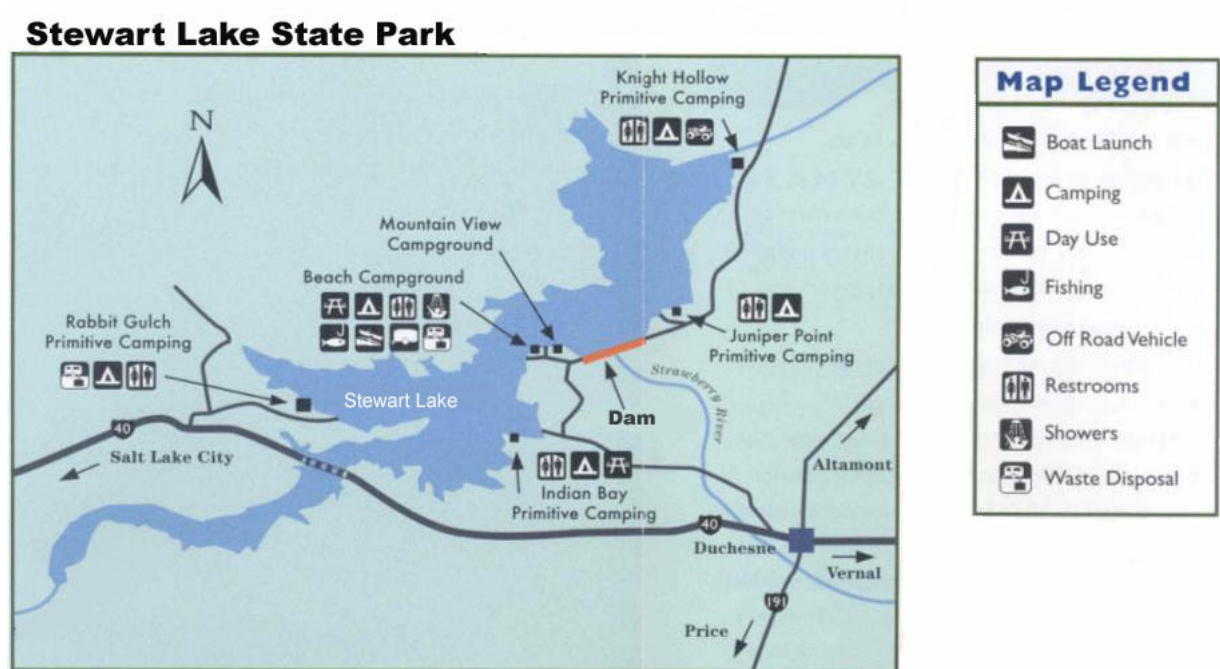


Figure 1.—Map of Stewart Lake State Park.

The park provides for a variety of experiences with six campgrounds and open “boat camping” on many of its shores. Table 1 summarizes the park facilities and services currently available at the park.

Table 1.—Stewart Lake State Park facilities and services

Feature/service	Description
Mountain View Campground	30 developed campsites for recreational vehicles, tent trailers, or other campers looking for full hookups. Showers and flush toilets are provided.
Beach Campground	Designated for “tent campers” and is located on the water’s edge near the main entrance and boat launch. Showers and flush toilets are provided.
Indian Bay Campground	A primitive campground that allows boaters to park their vehicles and boats at the water’s edge. Vault toilets and community water sources are all that are provided.
Rabbit Gulch	A primitive campground remotely located on the west side of the reservoir. This is a popular spot for boaters who can park their vehicles next to their boats right on the water. Vault toilets and community water sources are all that are provided.
Knight Hollow Campground	A primitive campground designated for OHV users. The campground is located remotely from the main entrance/campground at the northeast end of the reservoir. Vault toilets and community water sources are all that are provided.
Juniper Point Campground	A primitive but very secluded campground up on a cliff overlooking the reservoir. Campsites are dispersed among pinyon and juniper pine trees, with only vault toilets and community water.
OHV trails	Currently, OHV trails are limited to approximately 15 acres within the park, but talks with the county and other State agencies are taking place to connect the park’s trails to an extensive trail system nearby.
Biking/hiking trails	There are many spectacular views along the reservoir, but limited hiking and biking trails. Staff is currently working with the city of Duchesne to link the trail to downtown.
Boat camping – shoreline	Because of its vast “sandy” shoreline, boat camping has become very popular with boaters along the Wasatch Front. Stewart Lake State Park is seen by staff as having the potential to become a “short seasoned” Lake Powell.
Fishing	Stewart Lake State Park is known as a premiere location for walleye fishing, with professional tournaments being held there every year. Ice fishing is also becoming more popular.
Boating activities	Wake boarding, water skiing, pleasure boating, and wave runners are very popular during the summer months.
Overnight group-use area	Accommodates up to 50 people and includes a pavilion, barbecue grills, and vault toilets.
Amenities	Showers, restrooms, waste disposal, picnic tables (day use), boat launching.

Stewart Lake State Park Business Plan

Stewart Lake State Park is staffed by full-time, seasonal, and volunteer employees. Table 2 outlines the park’s staffing plan.

Table 2.—Personnel plan

Position	Primary duties	Period (CY07)¹	Period (CY08)	Period (CY09)
Park Manager \$58,000	<ul style="list-style-type: none"> • Oversees all operations • Budgeting and purchasing • Financial reporting • Law enforcement • Boating patrol and emergency response • Facility maintenance 	Jan-Dec	Jan-Dec	Jan-Dec
Park/Waterway Supervisor \$45,000	<ul style="list-style-type: none"> • Assists Park Manager with administrative duties • Law enforcement • Boating patrol and emergency response • Facility maintenance 	Jan-Dec	Jan-Dec	Jan-Dec
Park Ranger \$42,000	<ul style="list-style-type: none"> • Law enforcement • Boating patrol and emergency response • Facility maintenance 	Jan-Dec	Jan-Dec	Jan-Dec
Deputy Park Ranger \$25,000	<ul style="list-style-type: none"> • Law Enforcement • Boating patrol and emergency response 	Jan-Dec	Jan-Dec	Jan-Dec
Camp Host	This is a volunteer position. Duties include collecting camping fees and maintaining campgrounds, day-use areas, and restrooms.	May-Sep	May-Sep	May-Sep
Park Ranger Aide \$12,000	Full-time seasonal who primarily helps with park maintenance and manning the entrance station.	Apr-Oct	Apr-Oct	Apr-Oct
Park Ranger Aide \$12,000	Planned to be used to help maintain increased use of Knight Hollow (OHV users) and Rabbit Gulch depending on available funding and trail development.		Apr-Oct	Apr-Oct
Park Ranger Aide \$12,000	An additional seasonal to help maintain expanded campgrounds and facilities. Will be funded with revenue collections.			Apr-Oct

¹ CY = calendar year.

Stewart Lake State Park has identified several “partners” or other organizations with a mutual interest in the park’s operation and success. Table 3 specifies existing and potential partners and their roles in the operation and improvement of the park.

Table 3.—Stewart Lake State Park partners

Partner	Potential or existing role
Reclamation	<ul style="list-style-type: none"> • Governing agency • Planning and design • Funding participant for new development
National Guard	<ul style="list-style-type: none"> • Horizontal work - building roads, boat storage, etc. • “Vertical” work (i.e., electrical, plumbing) on bathrooms and other structures being renovated or constructed
City of Duchesne	<ul style="list-style-type: none"> • Partially fund and build walking/biking trail from downtown to park trails
County of Duchesne	<ul style="list-style-type: none"> • Work with landowners and other agencies to connect Stewart Lake State Park OHV trails with other trail systems
Local OHV associations	<ul style="list-style-type: none"> • Work with county and park staff to connect Stewart Lake State Park OHV trails with other trail systems
Friends of Stewart Lake State Park	<ul style="list-style-type: none"> • Perform fundraising for specific projects • Lobby elected officials for critical issues and funding

Strengths, Weaknesses, Opportunities, and Threats

Table 4 lists the current strengths and weaknesses of Stewart Lake State Park as well as potential opportunities and threats to its operations.

Stewart Lake State Park Business Plan

Table 4.—Strengths, weaknesses, opportunities, and threats

Strengths	Weaknesses
<ol style="list-style-type: none"> 1. Large water surface area. 2. 23+ miles of sandy shoreline. 3. Variety of camping experiences (primitive, developed, beach, OHV, etc.). 4. Within 2-hour drive Wasatch Front. 5. Scenic views and geologic formations. 6. Close proximity to city. 7. Located off main highway between Denver and Salt Lake City. 	<ol style="list-style-type: none"> 1. Short “warm season” – June through September. 2. Aging facilities. 3. Undersized developed campgrounds. Too small for newer recreational vehicles. 4. Lacking adequate hookups for recreational vehicles. 5. Limited OHV and hiking/biking trails. 6. Lack of on-site boat storage. 7. Limited staff to cover large area. Enforcement and collections issues. 8. No protected docks/marina. 9. No on-site fuel stations.
Opportunities	Threats
<ol style="list-style-type: none"> 1. Growing recreational vehicle market in spite of gas prices. 2. More retirees traveling. 3. Growing interest in non-motorized sports. 4. Partners (Reclamation, city, county, National Guard, etc.) with vested interest in developing park trails and facilities. 5. Potential “Friends” group. 6. Higher gas prices. Incentive for in-State travelers along Wasatch Front to travel closer to home. May pickup part of Lake Powell market. 	<ol style="list-style-type: none"> 1. Lack of funding for new facilities and maintenance (materials and labor). 2. Utility costs. 3. Keeping up with inflation and rising construction costs. 4. State funding – unpredictability. 5. Higher gas prices. Out-of-State travelers not as likely to travel to the State.

Summary

Stewart Lake’s competitive edge is its large water surface area with 23+ miles of shoreline within 2 hours of a major population area. The area needs to accommodate a broad range of recreation opportunities to attract users with different expectations. The mix of uses, associated facilities, and management capabilities have to be financially sound.

Market Analysis

Stewart Lake State Park’s primary customers are boaters from the Wasatch Front area and anglers throughout the State and neighboring States. Current demand is primarily for improved access and regress for boats and improved facilities (hookups, docks, camping, etc.).

Demographics

The makeup of the population that recreates at Stewart Lake State Park is identified in table 5.

Table 5.—Summary of demographic information

Demographic	Local	State	National	International
Population	1,932,967	2,550,063	296,410,404	6,451,392,455
Average age	28.4	28.5	36.4	26.9
Income	\$74,078	\$47,934	\$46,242	N/A
Male	50.1%	50.1%	49%	50.4%
Female	49.9%	49.9%	51%	49.6%

User Characteristics

The Division of Parks and Recreation has identified the following users or target markets currently served by the park’s facilities and programs in table 6.

Stewart Lake State Park Business Plan

Table 6.—Stewart Lake State Park

Customer	Description	Activities/Characteristics
Water users		
Power boaters	Watercraft with 50-horsepower (hp) or greater engines.	Water skiing, wake boarding, tubing, fishing, pleasure riding—primarily day use on weekends. Tend to have more disposable income. Average investment in equipment is \$30,000.
Small boaters	Motorized boats (under 50 hp).	Primarily fisherman—both day users (throughout the week) and overnighters (mostly weekends).
Personal watercraft users	Motorized watercraft such as wave runners and jet skis.	Pleasure riding, tubing, skiing—day users and campers, primarily on weekends.
Non-motorized boaters	Including sailboats, canoes, and kayaks.	Sailing, canoeing, kayaking—day users.
Dedicated anglers	Individuals with high investment in fishing gear/equipment and high frequency of outings.	Pleasure fishing and tournament fishing of all styles—primarily day use throughout week, year round.
Casual anglers	Individuals with low to moderate investment in gear and equipment.	Pleasure fishing—primarily day use throughout week.
Recreational users		
Comfort campers	Individuals, couples, and families that like the outdoors but do not wish to camp and who do not own or rent a recreational vehicle. They prefer cabins, yurts, or lodges.	Golfing, hiking, biking, skiing, OHV users, boaters. Above-average disposable income. Require bed, electricity, shower, and flushing toilet at a minimum.
Recreational vehicle campers	Couples, families who want hookups and more services.	Camping, campfire programs—overnight during both the week and weekend. Tend to stay longer in one area. Often bring boats and/or OHVs or other “toys.”
Campers	Couples, families, individuals wanting a more primitive experience.	Tent camping, hiking, biking, swimming, fishing, boating, campfire programs—primarily weekends. Camping on water’s edge popular.
Group users	Family reunions/activities, church groups, corporations, and clubs/associations.	Camping, OHV, boating, fishing, socializing—overnight, primarily weekends. Minimum requirements are shade (pavilion), tables, cooking facilities (e.g., BBQ grills).
Trail users		
OHV	Individuals, families, clubs—novice to expert riders.	Statewide OHV trail system, OHV education classes —primarily weekends, both day use and overnight.
Mountain biking	Individuals, families, clubs—novice to expert riders.	Campers often bring bicycles (mountain bike style primarily) as a secondary form of recreation—primarily weekends.
Sport or special events/tournaments	Local, State, and national organizations.	Fishing tournaments are already occurring. Real potential for water ski or wake board tournaments.

Market Trends

General trends in outdoor recreation are as follows:

- Greater awareness of value of leisure – overall increased demand for leisure activities.
- Expectation of recreation facilities – more “comfort” oriented.
- Preference for individual or informal activities is increasing. People are looking for “experiences.”
- Participation by older adults in active recreation and sport has increased.
- Average age of outdoor recreation participant is increasing (baby boomers).
- Number of minority participants is increasing (most notably the Hispanic community).

Table 7 identifies more specific trends in the State by activity as applicable to Stewart Lake State Park.

Market Needs/Demands

The following needs and demands have been identified by park staff based on visitor feedback, trend analysis, and community comments for Stewart Lake State Park.

1. More, larger campsites/hookups for recreational vehicles (RVs)
2. Larger or additional boat ramp
3. Additional fish-cleaning stations (improve existing)
4. Added roads and “turn-around” for boat launching
5. Expanded parking for boats and day users
6. Protected docks (breakwater wall/marina)
7. Improve/expand bathrooms and showers

Stewart Lake State Park Business Plan

Table 7.—Stewart Lake State Park market trends

Activity	Trend
Boaters	<ul style="list-style-type: none"> • Boat registrations in the State are relatively flat – no growth • Nationally, 69 million recreational boating participants • Boats operated most often in State: <ul style="list-style-type: none"> Open motorboat – 34.6% Personal watercraft – 21.3% Canoe – 12.5% Cabin motorboat – 6.8% Inflatable – 6.2% Kayak – 4.8% • Boat activities (top five): <ul style="list-style-type: none"> Cruising using engine – 46.9% Water skiing, wake boarding, or tubing – 42.6% Recreational fishing – 42.0% Swimming or diving off boat – 33.5% Paddling – 24.7% • Wake boarding and other water toys overtaking water ski industry
Anglers	<ul style="list-style-type: none"> • 50 to 55 percent of boaters use for fishing • Increase in number of State fishing licenses • Average 14 outings per year (nationally) • Participation dropping nationally • Decreasing in popularity for ages 20 and under • 80% are Caucasian • Cross-over activities include camping, biking, hiking • Fishing is the most popular physical activity on a camping trip
Campers	<ul style="list-style-type: none"> • 45 million adults camp at least once a year • Car camping declining • Demand for “hookups” increasing • The typical RV owner is age 49, married, owns a home, and has an annual household income of \$68,000 • Camping in national parks decreasing • One in 12 households owns an RV • Baby boomers (ages 55 to 64) have the highest ownership rates, and 1 in 10 households in this age group own at least one RV • Baby boomers and children desire more amenities and comfortable accommodations • In the next 2 years, campers are most interested in visiting the west (52%) and south (32%)
Motorized vehicles – summer	<ul style="list-style-type: none"> • Participation is stable nationally • OHV registrations in State are increasing • Participation by Hispanics and African-Americans is increasing • Number of outings is increasing
Non-motorized trail users – summer	<ul style="list-style-type: none"> • Number of mountain biking participants has remained fairly steady • 60 million adults bike at least once a year • Walking continues to be most popular outdoor activity

8. Expand “sandy” beach area for day users
9. Fuel station for boats
10. Improved bathrooms/showers at Knight Hollow and Indian Bay
11. More “accessible” water; expand culinary water system
12. Connect OHV trails to system outside of park
13. Improve OHV trails inside park
14. Develop group site for Knight Hollow (OHV users)
15. Add paved and non-paved trails for hiking and biking; link to city of Duchesne
16. Emphasize partnership with local businesses for food, rentals, and supplies—no concessionaire
17. Develop comfort camping facilities (i.e., yurts, cabins)

Financial Analysis

Strategies, Work Plan, and Milestones Summary

Table 8 lists the park’s strategies, work plans, and milestones and assigns them to an individual responsible for overseeing the coordination and funding target dates for calendar years 2008 through 2010.

Financial Improvements

The division staff evaluates potential projects, programs, events, etc., using return on investment (ROI) (the ratio of **money** gained or lost on an **investment** relative to the amount of money invested) and payback period as its methods to measure the acceptability of each project. For long-term capital projects, internal rate of return (IRR) (the annualized effective compounded return rate which can be earned on the invested capital, i.e., the **yield** on the investment) and/or net present value (NPV) measures the excess or shortfall of cash flows, in **present value** (PV) terms, once financing charges are met. By definition, NPV = present value of net cash flows methods are used. As a standard of acceptability, project ROI must meet or exceed the current State Treasurer’s money market fund. Capital project IRR uses a hurdle rate of 3 percent and payback period of 30 years, or the estimated life of the structure/facility, whichever is less.

Stewart Lake State Park Business Plan

Table 8.—Strategies, work plans, and milestones

Capital improvement strategy	Work plan	Milestones (target date)	Assigned to	Funding
Develop and construct key facilities	Renovate the Mountain View complex with 12 full hookup camp units, expanded boat ramp and expanded boat parking, boat storage for 30 boats, 4 enclosed pavilions, 21 new park cabins, 2 acres of beach development, and 4 restrooms with showers	08/2008	Park Manager; Reclamation Rep.; Project Manager, Division of Facilities and Construction Management (DFCM); and National Guard volunteers	Reclamation/State matching funds Coast Guard fund Boating fund OHV fund Capital budget
	Renovate Indian Bay, Rabbit Gulch, Juniper Point, Knight Hollow, and Strawberry River above and below with 150 rural camp units, 21 rural picnic units, 1 group area, and 3 rural developed boat ramps and parking	08/2009	Park Manager; Reclamation Rep.; Project Manager, DFCM; and National Guard volunteers	
Marketing strategy	Work plan	Milestones (target date)	Assigned to	Funding
Division sponsored advertising/promotions	Radio advertising	10/2008-05/2009	Marketing Team, Park Manager	Park budget
	Television advertising	01/2009-04/2009	Marketing Team, Park Manager	Marketing budget
	Theater advertising	08/2008-05/2009	Marketing Team, Park Manager	County Tourism Board
	Newspaper advertising	08/2008-05/2009	Marketing Team, Park Manager	
	Brochures	10/2008-05/2009	Marketing Team, Park Manager	
Special event strategy	Work plan	Milestones (target date)	Assigned to	Funding
Enter into agreement for a fishing derby at Stewart Lake	Establish partnership with agencies, clubs, associations, and promoters	06/2008-04/2009	Park Manager, Marketing Team	Private sponsors
	Schedule tournament days	06/2008	Promoter	Marketing budget
Enter into agreement for half triathlon based at Stewart Lake	Advertise tournament	01/2009-04/2009	Marketing Team, fishing associations, and tourism	County Tourism Board
	Establish partnership with agencies, clubs, associations, and promoters	06/2008-06/2009	Park Manager, Marketing Team	
	Schedule tournament days	06/2008	Promoter	
	Advertise tournament	01/2009-06/2009	Marketing Team, Triathlon Groups, and tourism	

It should be noted, however, that certain projects may be accepted even if the minimum criteria are not met based on such factors such as environmental justice, safety, resource protection, heritage preservation, or division objectives.

Attachment A contains the detailed summary of the different projects considered by division staff. Table 9 is a summary of the financial summary of the selected alternative, and table 10 is a financial summary comparison of the current and proposed plan.

Table 9.—Financial summary of proposed plan

Investment summary strategy description	Net cash flow (\$)	Initial investment (\$)	Payback ¹	ROI (%)	IRR (%)	NPV ² (\$)
Mountain View Alternative 2	\$239,160	\$4,666,000	20	5.13	3.04	\$145,000
Indian Bay	26,310	579,000	22	4.54	2.13	(50,000)
Rabbit Gulch	25,300	434,000	17	5.83	4.07	75,000
Juniper Point	16,450	278,000	17	5.92	4.19	53,000
Knight Hollow	10,825	194,000	18	5.58	3.71	24,000
Strawberry River Above	(165)	38,000	-230	-0.43	-0.43	(41,000)
Strawberry River Below	125	43,000	344	0.29	-11.65	(40,000)
Special events	2,950	3,000	1	98.33		—
Marketing	—	6,000	0	0.00	0.00	(6,000)
TOTAL	\$320,955	\$6,241,000	19			\$160,000

¹ Payback is in years.

² Based on a 30-year life (except for special events and marketing).

Assuming all the projects listed above are implemented, park staff estimates a net annual increase of \$403,200 in revenue over the current plan. Tables 10-12 summarize the financial differences between the current and proposed plan.

Success Monitoring

The performance measures in table 13 will be used to monitor and measure the success of the implementation of the above-mentioned strategies.

Stewart Lake State Park Business Plan

Table 10.—Comparison of current and proposed plan

Financial summary	Current plan (\$)	Proposed plan (\$)	Net difference (\$)
CAPITAL EXPENDITURES	\$4,859,000	\$6,235,000	\$1,376,000
OPERATING COSTS			
Total incremental labor	68,250	181,750	113,500
Operating supplies/maintenance	4,970	88,890	83,920
Utilities	10,425	23,725	13,300
Other costs	2,250	9,600	7,350
Overhead	17,200	60,800	43,600
Total incremental costs	103,095	364,765	261,670
REVENUE			
Total incremental revenue	282,520	685,720	403,200
INVESTMENT ANALYSIS			
Net cash flow	179,425	320,955	141,530
Initial investment	4,859,000	6,235,000	1,376,000
Payback (years)	27	19	
Net present value (NPV)	(1,305,000)	166,000	1,471,000
BREAK-EVEN ANALYSIS			
Break-even revenue	\$347,567	\$677,636	\$330,070

Table 11.—Summary of annual funding sources

Revenue type	Current (\$)	Proposed (\$)	Net effect (\$)
General funds	\$103,095	\$364,765	\$261,670
10% of total incremental revenue	28,252	68,572	40,320
Federal funds	0	0	0
Grants	0	0	0
Restricted funds (law enforcement)	86,300	86,300	0
Other funding sources	250	250	0
TOTAL REVENUES	\$217,897	\$519,887	\$301,990

Table 12.—Summary of annual expenses

Expense type	Current (\$)	Proposed (\$)	Net effect (\$)
Wages and benefits	\$183,052	\$336,872	\$153,820
Operating supplies/maintenance	4,970	88,890	83,920
Utilities	10,425	23,725	13,300
Other costs (contractor/professional services)	2,250	9,600	7,350
Overhead	17,200	60,800	43,600
TOTAL EXPENSES	\$217,897	\$519,887	\$301,990

Table 13.—Performance measures

Goal	Action item	Measure description	Target score or range
Meet or exceed projected visitor use levels identified for camping, cabins, pavilions, boating, and day use	Promote new facilities as they are brought on line Grand opening campaigns	Match or exceed projected revenues	Maintain or exceed projected use for 3 years
Organize and hold a fishing derby	Establish partnership with agencies, clubs, associations, and promoters	Schedule and follow through on a fishing derby	Hold an event each year for 3 years
Organize and hold a half triathlon	Establish partnership with agencies, clubs, associations, and promoters	Schedule and follow through on a triathlon	Hold an event each year for 3 years

Attachment A

Examples of Project Evaluations

STEWART LAKE STATE PARK (MOUNTAIN VIEW AREA)
LIFE CYCLE COST ANALYSIS FOR ALTERNATIVE 1

I. CAPITAL EXPENDITURES	INTEREST RATE 2.8%		BREAKDOWN BY FACILITY				
	ECONOMIC LIFE	30					
ITEM DESCRIPTION	UNIT PRICE	UNIT	BOAT RAMP/PARKING	BOAT STORAGE	CAMPGROUND	BEACH AREA	TOTAL
1 Roads (paved)	\$1.64	SQ FT	24,000				\$ 39,360
2 Parking	\$1.64	SQ FT	16,500				27,060
3 Water	\$14.50	LF			7,000		101,500
4 Dry Boat Storage	\$11,400.00	LS		1			11,400
5 Docks/Gangways	\$8,000.00	EA	5				40,000
6 Restrooms/Showers (4 Unit)	\$180,000.00	EA	1		3	1	900,000
7 Restrooms/Showers (6 Unit)	\$220,000.00	EA					-
8 Campgrounds (Urban)	\$18,000.00	EA			26		468,000
9 Enclosed Pavilion	\$42,000.00	EA					-
10 Park Cabins	\$50,000.00	EA					-
11 Launch Ramp	\$230,000.00	LS	1				230,000
12 Beach area	\$2.04	CU FT				85,000	173,400
13 Boat ramp jetty	\$25.00	CU YD	5,500				137,500
							-
SUBTOTAL			\$ 653,920	\$ 11,400	\$ 1,109,500	\$ 353,400	\$ 2,128,220
Mobilization	5%		32,696	570	55,475	17,670	106,411
Unlisted Items	10%		65,392	1,140	110,950	35,340	212,822
CONTRACT COST			\$ 752,008	\$ 13,110	\$ 1,275,925	\$ 406,410	\$ 2,447,453
Contingencies	20%		150,402	2,622	255,185	81,282	489,491
FIELD COST			\$ 902,400	\$ 15,700	\$ 1,531,100	\$ 487,700	\$ 2,936,900
Design	6%		54,144	942	91,866	29,262	176,214
Construction Oversight	6%		54,144	942	91,866	29,262	176,214
TOTAL INITIAL/ COLLATERAL COST			\$ 1,011,000	\$ 18,000	\$ 1,715,000	\$ 546,000	\$ 3,290,000

II. OPERATING COSTS		BOAT RAMP/PARKING	BOAT STORAGE	CAMPGROUND	BEACH AREA	TOTAL
Number of Facilities		2	1	26	1	
Operating days per year		180	180	100	180	
Estimated Seasonal Hours		360	180	650	180	
Hourly Rate		\$15.00	\$15.00	\$15.00	\$15.00	
Total Seasonal Wages		\$ 5,400	\$ 2,700	\$ 9,750	\$ 2,700	\$ 20,550
Benefits	7.5%	400	200	700	200	1,500
Total Incremental Labor		\$ 5,800	\$ 2,900	\$ 10,450	\$ 2,900	\$ 22,050
Operating Supplies/Maintenance		200	500	520	200	1,420
Utilities				10,400		10,400
Marketing Costs						
Other Costs						-
Overhead	20.0%	1,200	700	4,300	600	6,800
Total Incremental Costs		\$ 7,200	\$ 4,100	\$ 25,670	\$ 3,700	\$ 40,670

III. REVENUE		BOAT RAMP/PARKING	BOAT STORAGE	CAMPGROUND	BEACH AREA	TOTAL
Number of Facilities		2	1	26	1	
Days used per year		100	180	100	180	
Fee per use		\$7.00	\$2.50	\$27.00	\$7.00	
Number of Fees per facility per day		30	30	1	10	
Total Incremental Revenue		\$ 42,000	\$ 13,500	\$ 70,200	\$ 12,600	\$ 138,300

IV. INVESTMENT ANALYSIS		BOAT RAMP/PARKING	BOAT STORAGE	CAMPGROUND	BEACH AREA	TOTAL
Net Cash Flow		\$ 34,800	\$ 9,400	\$ 44,530	\$ 8,900	\$ 97,630
Initial Investment		1,011,000	18,000	1,715,000	546,000	3,290,000
Pay Back (years)		29	2	39	61	34
Return on Investment (ROI)		3.44%	52.22%	2.60%	1.63%	2.97%
Internal Rate of Return (IRR)		0.21%	52.22%	-1.54%	-4.11%	-0.73%
Net Present Value (NPV)		\$ (311,000)	\$ 171,000	\$ (819,000)	\$ (367,000)	\$ (1,326,000)

V. BREAK-EVEN ANALYSIS		BOAT RAMP/PARKING	BOAT STORAGE	CAMPGROUND	BEACH AREA	TOTAL
Break-Even Revenue		\$ 57,456	\$ 4,995	\$ 110,921	\$ 30,841	\$ 204,213
Break-Even Days used per year per facility		137	67	158	441	
Break-Even Fee		\$9.58	\$0.92	\$42.66	\$17.13	
Break-Even Daily Usage		41.0	11.1	1.6	24.5	

STEWART LAKE STATE PARK (MOUNTAIN VIEW AREA)
LIFE CYCLE COST ANALYSIS FOR ALTERNATIVE 2

I. CAPITAL EXPENDITURES	INTEREST RATE	2.8%	BREAKDOWN BY FACILITY						
	ECONOMIC LIFE	30	BOAT RAMP/PARKING	BOAT STORAGE	CAMPGROUND	CL. PAVILION	PARK CABINS	BEACH AREA	TOTAL
ITEM DESCRIPTION	UNIT PRICE	UNIT							
1 Roads (paved)	\$1.64	SQ FT	24,000						\$ 39,360
2 Parking	\$1.64	SQ FT	16,500						27,060
3 Water	\$14.50	LF			3,000		4,000		101,500
4 Dry Boat Storage	\$11,400.00	LS		1					11,400
5 Docks/Gangways	\$8,000.00	EA	5						40,000
6 Restrooms/Showers (4 Unit)	\$180,000.00	EA	1		1	1		1	720,000
7 Restrooms/Showers (6 Unit)	\$220,000.00	EA				1			220,000
8 Campgrounds (Urban)	\$18,000.00	EA			12				216,000
9 Enclosed Pavilion	\$42,000.00	EA				4			168,000
10 Park Cabins	\$50,000.00	EA					21		1,050,000
11 Launch Ramp	\$115,000.00	LS	1						115,000
12 Beach area	\$2.04	CU FT						85,000	173,400
13 Boat ramp jetty	\$25.00	CU YD	5,500						137,500
									-
SUBTOTAL			\$ 538,920	\$ 11,400	\$ 439,500	\$ 568,000	\$ 1,108,000	\$ 353,400	\$ 3,019,220
Mobilization	5%		26,946	570	21,975	28,400	55,400	17,670	150,961
Unlisted Items	10%		53,892	1,140	43,950	56,800	110,800	35,340	301,922
CONTRACT COST			\$ 619,758	\$ 13,110	\$ 505,425	\$ 653,200	\$ 1,274,200	\$ 406,410	\$ 3,472,103
Contingencies	20%		123,952	2,622	101,085	130,640	254,840	81,282	694,421
FIELD COST			\$ 743,700	\$ 15,700	\$ 606,500	\$ 783,800	\$ 1,529,000	\$ 487,700	\$ 4,166,400
Design	6%		44,622	942	36,390	47,028	91,740	29,262	249,984
Construction Oversight	6%		44,622	942	36,390	47,028	91,740	29,262	249,984
TOTAL INITIAL/ COLLATERAL COST			\$ 833,000	\$ 18,000	\$ 679,000	\$ 878,000	\$ 1,712,000	\$ 546,000	\$ 4,666,000

II. OPERATING COSTS		BOAT RAMP/PARKING	BOAT STORAGE	CAMPGROUND	CL. PAVILION	PARK CABINS	BEACH AREA	TOTAL
Number of Facilities		1	1	12	4	21	1	
Operating days per year		180	180	100	160	180	180	
Estimated Seasonal Hours		180	180	300	640	9450	180	
Hourly Rate		\$15.00	\$15.00	\$15.00	\$15.00	\$11.00	\$15.00	
Total Seasonal Wages		\$ 2,700	\$ 2,700	\$ 4,500	\$ 9,600	\$ 103,950	\$ 2,700	\$ 126,150
Benefits	7.5%	200	200	300	700	7,800	200	9,400
Total Incremental Labor		\$ 2,900	\$ 2,900	\$ 4,800	\$ 10,300	\$ 111,750	\$ 2,900	\$ 135,550
Operating Supplies/Maintenance		200	500	240	200	84,000	200	85,340
Utilities				4,800		18,900		23,700
Marketing Costs								
Other Costs						7,350		7,350
Overhead	20.0%	600	700	2,000	2,100	44,400	600	50,400
Total Incremental Costs		\$ 3,700	\$ 4,100	\$ 11,840	\$ 12,600	\$ 266,400	\$ 3,700	\$ 302,340

III. REVENUE		BOAT RAMP/PARKING	BOAT STORAGE	CAMPGROUND	CL. PAVILION	PARK CABINS	BEACH AREA	TOTAL
Number of Facilities		1	1	12	7	21	1	
Days used per year		180	180	100	160	180	180	
Fee per use		\$7.00	\$2.50	\$27.00	\$60.00	\$100.00	\$7.00	
Number of Fees per facility per day		30	30	1	1	1	10	
Total Incremental Revenue		\$ 37,800	\$ 13,500	\$ 32,400	\$ 67,200	\$ 378,000	\$ 12,600	\$ 541,500

IV. INVESTMENT ANALYSIS		BOAT RAMP/PARKING	BOAT STORAGE	CAMPGROUND	CL. PAVILION	PARK CABINS	BEACH AREA	TOTAL
Net Cash Flow		\$ 34,100	\$ 9,400	\$ 20,560	\$ 54,600	\$ 111,600	\$ 8,900	\$ 239,160
Initial Investment		833,000	18,000	679,000	878,000	1,712,000	546,000	4,666,000
Pay Back (years)		24	2	33	16	15	61	20
Return on Investment (ROI)		4.09%	52.22%	3.03%	6.22%	6.52%	1.63%	5.13%
Internal Rate of Return (IRR)		1.38%	52.22%	-0.61%	4.61%	5.02%	-4.11%	3.04%
Net Present Value (NPV)		\$ (147,000)	\$ 171,000	\$ (265,000)	\$ 220,000	\$ 533,000	\$ (367,000)	\$ 145,000

V. BREAK-EVEN ANALYSIS		BOAT RAMP/PARKING	BOAT STORAGE	CAMPGROUND	CL. PAVILION	PARK CABINS	BEACH AREA	TOTAL
Break-Even Revenue	\$	45,108	4,995	45,593	56,245	351,502	30,841	534,283
Break-Even Days used per year per facility		215	67	141	134	167	441	
Break-Even Fee		\$8.35	\$0.92	\$37.99	\$50.22	\$92.99	\$17.13	
Break-Even Daily Usage		35.8	11.1	1.4	0.8	0.9	24.5	

STEWART LAKE STATE PARK (MOUNTAIN VIEW AREA)
LIFE CYCLE COST ANALYSIS FOR ALTERNATIVE 3

I. CAPITAL EXPENDITURES	INTEREST RATE	2.8%	BREAKDOWN BY FACILITY					
	ECONOMIC LIFE	30	BOAT RAMP/PARKING	BOAT STORAGE	CL. PAVILION	PARK CABINS	BEACH AREA	TOTAL
ITEM DESCRIPTION	UNIT PRICE	UNIT						
1 Roads (paved)	\$1.64	SQ FT	24,000					\$ 39,360
2 Parking	\$1.64	SQ FT	16,500					27,060
3 Water	\$14.50	LF			1,050	5,950		101,500
4 Dry Boat Storage	\$11,400.00	LS		1				11,400
5 Docks/Gangways	\$8,000.00	EA	5					40,000
6 Restrooms/Showers (4 Unit)	\$180,000.00	EA	1				1	360,000
7 Restrooms/Showers (6 Unit)	\$220,000.00	EA			1			220,000
8 Campgrounds (Urban)	\$18,000.00	EA						-
9 Enclosed Pavilion	\$42,000.00	EA			7			294,000
10 Park Cabins	\$50,000.00	EA				30		1,500,000
11 Launch Ramp	\$115,000.00	LS	1					115,000
12 Beach area	\$2.04	CU FT					85,000	173,400
13 Boat ramp jetty	\$25.00	CU YD	5,500					137,500
								-
SUBTOTAL			\$ 538,920	\$ 11,400	\$ 529,225	\$ 1,586,275	\$ 353,400	\$ 3,019,220
Mobilization	5%		26,946	570	26,461	79,314	17,670	150,961
Unlisted Items	10%		53,892	1,140	52,923	158,628	35,340	301,922
CONTRACT COST			\$ 619,758	\$ 13,110	\$ 608,609	\$ 1,824,216	\$ 406,410	\$ 3,472,103
Contingencies	20%		123,952	2,622	121,722	364,843	81,282	694,421
FIELD COST			\$ 743,700	\$ 15,700	\$ 730,300	\$ 2,189,100	\$ 487,700	\$ 4,166,500
Design	6%		44,622	942	43,818	131,346	29,262	249,990
Construction Oversight	6%		44,622	942	43,818	131,346	29,262	249,990
TOTAL INITIAL/ COLLATERAL COST			\$ 833,000	\$ 18,000	\$ 818,000	\$ 2,452,000	\$ 546,000	\$ 4,667,000

II. OPERATING COSTS		BOAT RAMP/PARKING	BOAT STORAGE	CL. PAVILION	PARK CABINS	BEACH AREA	TOTAL
Number of Facilities		1	1	7	30	1	
Operating days per year		180	180	180	180	180	
Estimated Seasonal Hours		180	180	1260	13500	180	
Hourly Rate		\$15.00	\$15.00	\$15.00	\$11.00	\$15.00	
Total Seasonal Wages		\$ 2,700	\$ 2,700	\$ 18,900	\$ 148,500	\$ 2,700	\$ 175,500
Benefits	7.5%	200	200	1,400	11,100	200	13,100
Total Incremental Labor		\$ 2,900	\$ 2,900	\$ 20,300	\$ 159,600	\$ 2,900	\$ 188,600
Operating Supplies/Maintenance		200	500	200	120,000	200	121,100
Utilities					27,000		27,000
Marketing Costs							
Other Costs					10,500		10,500
Overhead	20.0%	600	700	4,100	63,400	600	69,400
Total Incremental Costs		\$ 3,700	\$ 4,100	\$ 24,600	\$ 380,500	\$ 3,700	\$ 416,600

III. REVENUE		BOAT RAMP/PARKING	BOAT STORAGE	CL. PAVILION	PARK CABINS	BEACH AREA	TOTAL
Number of Facilities		1	1	7	30	1	
Days used per year		180	180	180	180	180	
Fee per use		\$7.00	\$2.50	\$60.00	\$100.00	\$7.00	
Number of Fees per facility per day		30	30	1	1	10	
Total Incremental Revenue		\$ 37,800	\$ 13,500	\$ 75,600	\$ 540,000	\$ 12,600	\$ 679,500

IV. INVESTMENT ANALYSIS		BOAT RAMP/PARKING	BOAT STORAGE	CL. PAVILION	PARK CABINS	BEACH AREA	TOTAL
Net Cash Flow		\$ 34,100	\$ 9,400	\$ 51,000	\$ 159,500	\$ 8,900	\$ 262,900
Initial Investment		833,000	18,000	818,000	2,452,000	546,000	4,667,000
Pay Back (years)		24	2	16	15	61	18
Return on Investment (ROI)		4.09%	52.22%	6.23%	6.50%	1.63%	5.63%
Internal Rate of Return (IRR)		1.38%	52.22%	4.63%	5.00%	-4.11%	3.79%
Net Present Value (NPV)		\$ (147,000)	\$ 171,000	\$ 208,000	\$ 757,000	\$ (367,000)	\$ 622,000

V. BREAK-EVEN ANALYSIS		BOAT RAMP/PARKING	BOAT STORAGE	CL. PAVILION	PARK CABINS	BEACH AREA	TOTAL
Break-Even Revenue		\$ 45,108	\$ 4,995	\$ 65,262	\$ 502,387	\$ 30,841	\$ 648,593
Break-Even Days used per year per facility		215	67	155	167	441	
Break-Even Fee		\$8.35	\$0.92	\$51.80	\$93.03	\$17.13	
Break-Even Daily Usage		35.8	11.1	0.9	0.9	24.5	

STEWART LAKE STATE PARK (INDIAN BAY AREA)
LIFE CYCLE COST ANALYSIS

I. CAPITAL EXPENDITURES	INTEREST RATE	2.8%	BREAKDOWN BY FACILITY			
	ECONOMIC LIFE	30	BOAT RAMP/PARKING	DAY USE AREA	CAMPGROUND	TOTAL
ITEM DESCRIPTION	UNIT PRICE	UNIT				
1 Roads (Gravel)	\$0.32	SQ FT			18,000	\$ 5,760
2 Parking (Gravel)	\$0.32	SQ FT	9,000			2,880
3 Water	\$14.50	LF			6,000	87,000
4 Dry Boat Storage	\$11,400.00	LS				-
5 Docks/Gangways	\$8,000.00	EA				-
6 Vault Restroom 2 Unit	\$40,000.00	EA			3	120,000
7 Vault Restroom 1 Unit	\$20,000.00	EA		1		20,000
8 Campgrounds (Rural)	\$2,000.00	EA			50	100,000
9 Day Use (Picnic Rural)	\$1,500.00	EA		8		12,000
10 Park Cabins	\$50,000.00	EA				-
11 Launch Ramp	\$27,000.00	LS	1			27,000
12 Beach area	\$2.04	CU FT				-
13 Boat ramp jetty	\$25.00	CU YD				-
						-
SUBTOTAL			\$ 29,880	\$ 32,000	\$ 312,760	\$ 374,640
Mobilization	5%		1,494	1,600	15,638	18,732
Unlisted Items	10%		2,988	3,200	31,276	37,464
CONTRACT COST			\$ 34,362	\$ 36,800	\$ 359,674	\$ 430,836
Contingencies	20%		6,872	7,360	71,935	86,167
FIELD COST			\$ 41,200	\$ 44,200	\$ 431,600	\$ 517,000
Design	6%		2,472	2,652	25,896	31,020
Construction Oversight	6%		2,472	2,652	25,896	31,020
TOTAL INITIAL/ COLLATERAL COST			\$ 46,000	\$ 50,000	\$ 483,000	\$ 579,000

II. OPERATING COSTS		BOAT RAMP/PARKING	DAY USE AREA	CAMPGROUND	TOTAL
Number of Facilities		1	8	50	
Operating days per year		60	60	60	
Estimated Seasonal Hours		60	120	750	
Hourly Rate		\$15.00	\$15.00	\$15.00	
Total Seasonal Wages		\$ 900	\$ 1,800	\$ 11,250	\$ 13,950
Benefits	7.5%	100	100	800	1,000
Total Incremental Labor		\$ 1,000	\$ 1,900	\$ 12,050	\$ 14,950
Operating Supplies/Maintenance		200	500	500	1,200
Utilities					-
Marketing Costs					-
Other Costs					-
Overhead	20.0%	200	500	2,500	3,200
Total Incremental Costs		\$ 1,400	\$ 2,900	\$ 15,050	\$ 19,350

III. REVENUE		BOAT RAMP/PARKING	DAY USE AREA	CAMPGROUND	TOTAL
Number of Facilities		15	8	50	
Days used per year		60	60	60	
Fee per use		\$7.00	\$7.00	\$12.00	
Number of Fees per facility per day		1	1	1	
Total Incremental Revenue		\$ 6,300	\$ 3,360	\$ 36,000	\$ 45,660

IV. INVESTMENT ANALYSIS		BOAT RAMP/PARKING	DAY USE AREA	CAMPGROUND	TOTAL
Net Cash Flow		\$ 4,900	\$ 460	\$ 20,950	\$ 26,310
Initial Investment		46,000	50,000	483,000	579,000
Pay Back (years)		9	109	23	22
Return on Investment (ROI)		10.65%	0.92%	4.34%	4.54%
Internal Rate of Return (IRR)		10.05%	-6.88%	1.79%	2.13%
Net Present Value (NPV)		\$ 53,000	\$ (41,000)	\$ (62,000)	\$ (50,000)

V. BREAK-EVEN ANALYSIS		BOAT RAMP/PARKING	DAY USE AREA	CAMPGROUND	TOTAL
Break-Even Revenue		\$ 3,687	\$ 5,385	\$ 39,060	\$ 48,132
Break-Even Days used per year per facility		35	96	65	
Break-Even Fee		\$4.10	\$11.22	\$13.02	
Break-Even Daily Usage		0.6	1.6	1.1	

STEWART LAKE STATE PARK (RABBIT GULCH AREA)
LIFE CYCLE COST ANALYSIS

		INTEREST RATE	2.8%			
I. CAPITAL EXPENDITURES		ECONOMIC LIFE	30	BREAKDOWN BY FACILITY		
ITEM DESCRIPTION	UNIT PRICE	UNIT	BOAT RAMP/PARKING	CAMPGROUND	TOTAL	
1 Roads (Gravel)	\$0.32	SQ FT	9,600	9,600	\$	6,144
2 Parking (Gravel)	\$0.32	SQ FT	9,000			2,880
3 Water	\$14.50	LF				-
4 Dry Boat Storage	\$11,400.00	LS				-
5 Docks/Gangways	\$8,000.00	EA				-
6 Vault Restroom 2 Unit	\$40,000.00	EA		3		120,000
7 Vault Restroom 1 Unit	\$20,000.00	EA				-
8 Campgrounds (Rural)	\$2,500.00	EA		50		125,000
9 Day Use Area (Rural)	\$1,500.00	EA				-
10 Group Area	\$25,000.00	EA				-
11 Launch Ramp	\$27,000.00	LS	1			27,000
12 Beach area	\$2.04	CU FT				-
13 Boat ramp jetty	\$25.00	CU YD				-
						-
	SUBTOTAL		\$ 32,952	\$ 248,072	\$	281,024
	Mobilization	5%	1,648	12,404		14,051
	Unlisted Items	10%	3,295	24,807		28,102
	CONTRACT COST		\$ 37,895	\$ 285,283	\$	323,178
	Contingencies	20%	7,579	57,057		64,636
	FIELD COST		\$ 45,500	\$ 342,300	\$	387,800
	Design	6%	2,730	20,538		23,268
	Construction Oversight	6%	2,730	20,538		23,268
	TOTAL INITIAL/ COLLATERAL COST		\$ 51,000	\$ 383,000	\$	434,000

II. OPERATING COSTS		BOAT RAMP/PARKING	CAMPGROUND	TOTAL
Number of Facilities		1	50	
Operating days per year		60	60	
Estimated Seasonal Hours		50	750	
Hourly Rate		\$15.00	\$15.00	
Total Seasonal Wages		\$ 750	\$ 11,250	\$ 12,000
Benefits	7.5%	100	800	900
Total Incremental Labor		\$ 850	\$ 12,050	\$ 12,900
Operating Supplies/Maintenance		200	500	700
Utilities				-
Marketing Costs				
Other Costs		250	250	500
Overhead	20.0%	300	2,600	2,900
Total Incremental Costs		\$ 1,600	\$ 15,400	\$ 17,000

III. REVENUE		BOAT RAMP/PARKING	CAMPGROUND	TOTAL
Number of Facilities		15	50	
Days used per year		60	60	
Fee per use		\$7.00	\$12.00	
Number of Fees per facility per day		1	1	
Total Incremental Revenue		\$ 6,300	\$ 36,000	\$ 42,300

IV. INVESTMENT ANALYSIS		BOAT RAMP/PARKING	CAMPGROUND	TOTAL
Net Cash Flow		\$ 4,700	\$ 20,600	\$ 25,300
Initial Investment		51,000	383,000	434,000
Pay Back (years)		11	19	17
Return on Investment (ROI)		9.22%	5.38%	5.83%
Internal Rate of Return (IRR)		8.39%	3.41%	4.07%
Net Present Value (NPV)		\$ 44,000	\$ 31,000	\$ 75,000

V. BREAK-EVEN ANALYSIS		BOAT RAMP/PARKING	CAMPGROUND	TOTAL
Break-Even Revenue		\$ 4,135	\$ 34,439	\$ 38,574
Break-Even Days used per year per facility		39	57	
Break-Even Fee		\$4.59	\$11.48	
Break-Even Daily Usage		0.7	1.0	

STEWART LAKE STATE PARK (JUNIPER POINT AREA)
LIFE CYCLE COST ANALYSIS

I. CAPITAL EXPENDITURES	INTEREST RATE	2.8%	BREAKDOWN BY FACILITY			
	ECONOMIC LIFE	30	BOAT RAMP/PARKING	DAY USE AREA	CAMPGROUND	TOTAL
ITEM DESCRIPTION	UNIT PRICE	UNIT				
1 Roads (Gravel)	\$0.32	SQ FT		3,000	25,000	\$ 8,960
2 Parking (Gravel)	\$0.32	SQ FT	9,000			2,880
3 Water	\$14.50	LF			3,000	43,500
4 Dry Boat Storage	\$11,400.00	LS				-
5 Docks/Gangways	\$8,000.00	EA				-
6 Vault Restroom 2 Unit	\$40,000.00	EA			1	40,000
7 Vault Restroom 1 Unit	\$20,000.00	EA				-
8 Campgrounds (Rural)	\$2,000.00	EA			25	50,000
9 Day Use Area (Rural)	\$1,500.00	EA		5		7,500
10 Park Cabins	\$50,000.00	EA				-
11 Launch Ramp	\$27,000.00	LS	1			27,000
12 Beach area	\$2.04	CU FT				-
13 Boat ramp jetty	\$25.00	CU YD				-
SUBTOTAL			\$ 29,880	\$ 8,460	\$ 141,500	\$ 179,840
Mobilization	5%		1,494	423	7,075	8,992
Unlisted Items	10%		2,988	846	14,150	17,984
CONTRACT COST			\$ 34,362	\$ 9,729	\$ 162,725	\$ 206,816
Contingencies	20%		6,872	1,946	32,545	41,363
FIELD COST			\$ 41,200	\$ 11,700	\$ 195,300	\$ 248,200
Design	6%		2,472	702	11,718	14,892
Construction Oversight	6%		2,472	702	11,718	14,892
TOTAL INITIAL/ COLLATERAL COST			\$ 46,000	\$ 13,000	\$ 219,000	\$ 278,000

II. OPERATING COSTS		BOAT RAMP/PARKING	DAY USE AREA	CAMPGROUND	TOTAL
Number of Facilities		1	1	25	
Operating days per year		60	60	60	
Estimated Seasonal Hours		60	15	375	
Hourly Rate		\$15.00	\$15.00	\$15.00	
Total Seasonal Wages		\$ 900	\$ 225	\$ 5,625	\$ 6,750
Benefits	7.5%	100	-	400	500
Total Incremental Labor		\$ 1,000	\$ 225	\$ 6,025	\$ 7,250
Operating Supplies/Maintenance		200	50	250	500
Utilities					-
Marketing Costs					
Other Costs		250		250	500
Overhead	20.0%	300	100	1,300	1,700
Total Incremental Costs		\$ 1,750	\$ 375	\$ 7,825	\$ 9,950

III. REVENUE		BOAT RAMP/PARKING	DAY USE AREA	CAMPGROUND	TOTAL
Number of Facilities		15	5	25	
Days used per year		60	60	60	
Fee per use		\$7.00	\$7.00	\$12.00	
Number of Fees per facility per day		1	1	1	
Total Incremental Revenue		\$ 6,300	\$ 2,100	\$ 18,000	\$ 26,400

IV. INVESTMENT ANALYSIS		BOAT RAMP/PARKING	DAY USE AREA	CAMPGROUND	TOTAL
Net Cash Flow		\$ 4,550	\$ 1,725	\$ 10,175	\$ 16,450
Initial Investment		46,000	13,000	219,000	278,000
Pay Back (years)		10	8	22	17
Return on Investment (ROI)		9.89%	13.27%	4.65%	5.92%
Internal Rate of Return (IRR)		9.18%	12.92%	2.29%	4.19%
Net Present Value (NPV)		\$ 46,000	\$ 22,000	\$ (14,000)	\$ 53,000

V. BREAK-EVEN ANALYSIS		BOAT RAMP/PARKING	DAY USE AREA	CAMPGROUND	TOTAL
Break-Even Revenue		\$ 4,037	\$ 1,021	\$ 18,711	\$ 23,769
Break-Even Days used per year per facility		38	29	62	
Break-Even Fee		\$4.49	\$3.40	\$12.47	
Break-Even Daily Usage		0.6	0.5	1.0	

STEWART LAKE STATE PARK (KNIGHT HOLLOW AREA)
LIFE CYCLE COST ANALYSIS

		INTEREST RATE	2.8%			
I. CAPITAL EXPENDITURES		ECONOMIC LIFE	30	BREAKDOWN BY FACILITY		
ITEM DESCRIPTION	UNIT PRICE	UNIT	GROUP USE AREA	CAMPGROUND	TOTAL	
1 Roads (Gravel)	\$0.32	SQ FT		24,000	\$	7,680
2 Parking (Gravel)	\$0.32	SQ FT	9,000			2,880
3 Water	\$14.50	LF				-
4 Dry Boat Storage	\$11,400.00	LS				-
5 Docks/Gangways	\$8,000.00	EA				-
6 Vault Restroom 2 Unit	\$40,000.00	EA		1		40,000
7 Vault Restroom 1 Unit	\$20,000.00	EA				-
8 Campgrounds (Rural)	\$2,000.00	EA		25		50,000
9 Day Use Area (Rural)	\$1,500.00	EA				-
10 Group Area	\$25,000.00	EA	1			25,000
11 Launch Ramp	\$27,000.00	LS				-
12 Beach area	\$2.04	CU FT				-
13 Boat ramp jetty	\$25.00	CU YD				-
						-
	SUBTOTAL		\$ 27,880	\$ 97,680	\$	125,560
	Mobilization	5%	1,394	4,884		6,278
	Unlisted Items	10%	2,788	9,768		12,556
	CONTRACT COST		\$ 32,062	\$ 112,332	\$	144,394
	Contingencies	20%	6,412	22,466		28,879
	FIELD COST		\$ 38,500	\$ 134,800	\$	173,300
	Design	6%	2,310	8,088		10,398
	Construction Oversight	6%	2,310	8,088		10,398
	TOTAL INITIAL/ COLLATERAL COST		\$ 43,000	\$ 151,000	\$	194,000

II. OPERATING COSTS		GROUP USE AREA	CAMPGROUND	TOTAL
Number of Facilities		1	25	
Operating days per year		60	60	
Estimated Seasonal Hours		60	375	
Hourly Rate		\$15.00	\$15.00	
Total Seasonal Wages		\$ 900	\$ 5,625	\$ 6,525
Benefits	7.5%	100	400	500
Total Incremental Labor		\$ 1,000	\$ 6,025	\$ 7,025
Operating Supplies/Maintenance		200	250	450
Utilities				-
Marketing Costs				
Other Costs		250	250	500
Overhead	20.0%	300	1,300	1,600
Total Incremental Costs		\$ 1,750	\$ 7,825	\$ 9,575

III. REVENUE		GROUP USE AREA	CAMPGROUND	TOTAL
Number of Facilities		1	25	
Days used per year		60	60	
Fee per use		\$40.00	\$12.00	
Number of Fees per facility per day		1	1	
Total Incremental Revenue		\$ 2,400	\$ 18,000	\$ 20,400

IV. INVESTMENT ANALYSIS		GROUP USE AREA	CAMPGROUND	TOTAL
Net Cash Flow		\$ 650	\$ 10,175	\$ 10,825
Initial Investment		43,000	151,000	194,000
Pay Back (years)		66	15	18
Return on Investment (ROI)		1.51%	6.74%	5.58%
Internal Rate of Return (IRR)		-4.49%	5.31%	3.71%
Net Present Value (NPV)		\$ (30,000)	\$ 54,000	\$ 24,000

V. BREAK-EVEN ANALYSIS		GROUP USE AREA	CAMPGROUND	TOTAL
Break-Even Revenue		\$ 3,887	\$ 15,331	\$ 19,219
Break-Even Days used per year per facility		97	51	
Break-Even Fee		\$64.79	\$10.22	
Break-Even Daily Usage		1.6	0.9	

STEWART LAKE STATE PARK (STRAWBERRY RIVER ABOVE AREA)
LIFE CYCLE COST ANALYSIS

		INTEREST RATE	2.8%		
I. CAPITAL EXPENDITURES		ECONOMIC LIFE	30	BREAKDOWN BY FACILITY	
ITEM DESCRIPTION	UNIT PRICE	UNIT	DAY USE AREA	TOTAL	
1 Roads (Gravel)	\$0.32	SQ FT		\$	-
2 Parking (Gravel)	\$0.32	SQ FT	1,200		384
3 Water	\$14.50	LF			-
4 Dry Boat Storage	\$11,400.00	LS			-
5 Docks/Gangways	\$8,000.00	EA			-
6 Vault Restroom 2 Unit	\$40,000.00	EA			-
7 Vault Restroom 1 Unit	\$20,000.00	EA	1	20,000	
8 Campgrounds (Rural)	\$2,000.00	EA			-
9 Day Use Area (Rural)	\$1,500.00	EA	3	4,500	
10 Group Area	\$25,000.00	EA			-
11 Launch Ramp	\$27,000.00	LS			-
12 Beach area	\$2.04	CU FT			-
13 Boat ramp jetty	\$25.00	CU YD			-
					-
	SUBTOTAL			\$ 24,884	\$ 24,884
	Mobilization	5%	1,244		1,244
	Unlisted Items	10%	2,488		2,488
	CONTRACT COST			\$ 28,617	\$ 28,617
	Contingencies	20%	5,723		5,723
	FIELD COST			\$ 34,300	\$ 34,300
	Design	6%	2,058		2,058
	Construction Oversight	6%	2,058		2,058
	TOTAL INITIAL/ COLLATERAL COST			\$ 38,000	\$ 38,000

II. OPERATING COSTS		DAY USE AREA	TOTAL
Number of Facilities		3	
Operating days per year		60	
Estimated Seasonal Hours		45	
Hourly Rate		\$15.00	
Total Seasonal Wages		\$ 675	\$ 675
Benefits	7.5%	100	100
Total Incremental Labor		\$ 775	\$ 775
Operating Supplies/Maintenance		200	200
Utilities			-
Marketing Costs			
Other Costs		250	250
Overhead	20.0%	200	200
Total Incremental Costs		\$ 1,425	\$ 1,425

III. REVENUE		DAY USE AREA	TOTAL
Number of Facilities		3	
Days used per year		60	
Fee per use		\$7.00	
Number of Fees per facility per day		1	
Total Incremental Revenue		\$ 1,260	\$ 1,260

IV. INVESTMENT ANALYSIS		DAY USE AREA	TOTAL
Net Cash Flow		\$ (165)	\$ (165)
Initial Investment		38,000	38,000
Pay Back (years)		-230	-230
Return on Investment (ROI)		-0.43%	-0.43%
Internal Rate of Return (IRR)		-0.43%	-0.43%
Net Present Value (NPV)		\$ (41,000)	\$ (41,000)

V. BREAK-EVEN ANALYSIS		DAY USE AREA	TOTAL
Break-Even Revenue		\$ 3,314	\$ 3,314
Break-Even Days used per year per facility		158	
Break-Even Fee		\$18.41	
Break-Even Daily Usage		2.6	

**STEWART LAKE STATE PARK (STRAWBERRY RIVER BELOW AREA)
LIFE CYCLE COST ANALYSIS**

		INTEREST RATE	2.8%		
I. CAPITAL EXPENDITURES		ECONOMIC LIFE	30	BREAKDOWN BY FACILITY	
ITEM DESCRIPTION	UNIT PRICE	UNIT	DAY USE AREA	TOTAL	
1 Roads (Gravel)	\$0.32	SQ FT		\$	-
2 Parking (Gravel)	\$0.32	SQ FT	2,000		640
3 Water	\$14.50	LF			-
4 Dry Boat Storage	\$11,400.00	LS			-
5 Docks/Gangways	\$8,000.00	EA			-
6 Vault Restroom 2 Unit	\$40,000.00	EA			-
7 Vault Restroom 1 Unit	\$20,000.00	EA	1	20,000	
8 Campgrounds (Rural)	\$2,000.00	EA			-
9 Day Use Area (Rural)	\$1,500.00	EA	5	7,500	
10 Group Area	\$25,000.00	EA			-
11 Launch Ramp	\$27,000.00	LS			-
12 Beach area	\$2.04	CU FT			-
13 Boat ramp jetty	\$25.00	CU YD			-
					-
	SUBTOTAL		\$ 28,140	\$	28,140
	Mobilization	5%	1,407		1,407
	Unlisted Items	10%	2,814		2,814
	CONTRACT COST		\$ 32,361	\$	32,361
	Contingencies	20%	6,472		6,472
	FIELD COST		\$ 38,800	\$	38,800
	Design	6%	2,328		2,328
	Construction Oversight	6%	2,328		2,328
	TOTAL INITIAL/ COLLATERAL COST		\$ 43,000	\$	43,000

II. OPERATING COSTS		DAY USE AREA	TOTAL	
Number of Facilities			5	
Operating days per year			60	
Estimated Seasonal Hours			75	
Hourly Rate			\$15.00	
Total Seasonal Wages		\$	1,125	\$ 1,125
Benefits	7.5%		100	100
Total Incremental Labor		\$	1,225	\$ 1,225
Operating Supplies/Maintenance			200	200
Utilities			-	-
Marketing Costs				
Other Costs			250	250
Overhead	20.0%		300	300
Total Incremental Costs		\$	1,975	\$ 1,975

III. REVENUE		DAY USE AREA	TOTAL	
Number of Facilities			5	
Days used per year			60	
Fee per use			\$7.00	
Number of Fees per facility per day			1	
Total Incremental Revenue		\$	2,100	\$ 2,100

IV. INVESTMENT ANALYSIS		DAY USE AREA	TOTAL	
Net Cash Flow		\$	125	\$ 125
Initial Investment			43,000	43,000
Pay Back (years)			344	344
Return on Investment (ROI)			0.29%	0.29%
Internal Rate of Return (IRR)			-11.65%	-11.65%
Net Present Value (NPV)		\$	(40,000)	\$ (40,000)

V. BREAK-EVEN ANALYSIS		DAY USE AREA	TOTAL	
Break-Even Revenue		\$	4,112	\$ 4,112
Break-Even Days used per year per facility			117	
Break-Even Fee			\$13.71	
Break-Even Daily Usage			2.0	

**STEWART LAKE STATE PARK (SPECIAL EVENTS)
LIFE CYCLE COST ANALYSIS**

		INTEREST RATE	2.8%			
I. CAPITAL EXPENDITURES		ECONOMIC LIFE	1			
ITEM DESCRIPTION	UNIT PRICE	UNIT	HALF TRIATHALON	FISHING DERBY	TOTAL	
1 Portable Toilet	\$110.00	Per day	6		\$	660
2 Barrier	\$20.00	Per day	2	2		80
3 Speaker System	\$200.00	Per day	2	2		800
4 Stage	\$1,000.00	Per day				-
5 Directional Signage (Temporary)	\$75.00	EA	3	3		450
6 Canopy	\$100.00	EA	1	1		200
7 Table	\$20.00	EA	1	1		40
8 Chair	\$5.00	EA	4	4		40
9 Bleachers	\$500.00	EA				-
10 Staging Area Setup	\$250.00	EA	1	1		500
11						-
12						-
13						-
						-
	SUBTOTAL		\$ 1,715	\$ 1,055	\$	2,770
	Mobilization	5%	86	53		139
	Unlisted Items	5%	86	53		139
	CONTRACT COST		\$ 1,887	\$ 1,161	\$	3,047
	Contingencies	10%	189	116		305
	FIELD COST		\$ 2,100	\$ 1,300	\$	3,400
	Design	3%	63	39		102
	Construction Oversight	3%	63	39		102
	TOTAL INITIAL/ COLLATERAL COST		\$ 2,000	\$ 1,000	\$	3,000

II. OPERATING COSTS		HALF TRIATHALON	FISHING DERBY	TOTAL
Number of Event Days		2	3	
Estimated Staff Hours		50	75	
Hourly Rate		\$15.00	\$15.00	
Total Seasonal Wages		\$ 750	\$ 1,125	\$ 1,875
Benefits	7.5%	100	100	200
Total Incremental Labor		\$ 850	\$ 1,225	\$ 2,075
Operating Supplies/Maintenance		50	250	300
Utilities		25		25
Marketing Costs				
Other Costs		-	250	250
Overhead	20.0%	200	300	500
Total Incremental Costs		\$ 1,125	\$ 2,025	\$ 3,150

III. REVENUE		HALF TRIATHALON	FISHING DERBY	TOTAL
Special Use Permit Fee		\$ 2,500	\$ 2,000	
Number of Facilities		50	25	
Days used per year		2	3	
Fee per use		\$7.00	\$12.00	
Number of Fees per facility per day		1	1	
Total Incremental Revenue		\$ 3,200	\$ 2,900	\$ 6,100

IV. INVESTMENT ANALYSIS		HALF TRIATHALON	FISHING DERBY	TOTAL
Net Cash Flow		\$ 2,075	\$ 875	\$ 2,950
Initial Investment		2,000	1,000	3,000
Pay Back (years)		1	1	1
Return on Investment (ROI)		103.75%	87.50%	98.33%
Internal Rate of Return (IRR)		3.75%	-12.50%	-1.67%
Net Present Value (NPV)		\$ -	\$ -	\$ -

V. BREAK-EVEN ANALYSIS		HALF TRIATHALON	FISHING DERBY	TOTAL
Break-Even Revenue		\$ 3,181	\$ 3,053	\$ 6,234
Break-Even Days used per year per facility		9	10	
Break-Even Fee		\$31.81	\$40.71	
Break-Even Daily Usage		4.5	3.4	

STEWART LAKE STATE PARK (MARKETING)
LIFE CYCLE COST ANALYSIS

		INTEREST RATE	2.8%		
I. CAPITAL EXPENDITURES		ECONOMIC LIFE	1	BREAKDOWN BY FACILITY	
ITEM DESCRIPTION	UNIT PRICE	UNIT	STEWART LAKE STATE PARK	TOTAL	
1 Radio Advertising	\$25.00	EA	25	\$	625
2 Television Advertising	\$50.00	EA			-
3 Theater Advertising	\$35.00	EA	25		875
4 Newspaper Advertising	\$16.00	EA			-
5 Brochures	\$1.50	EA			-
6 Radio Ad. Preparation	\$400.00	EA	2		800
7 Television Ad. Preparation	\$800.00	EA			-
8 Theater Ad. Preparation	\$700.00	EA	2		1,400
9 Newspaper Ad. Preparation	\$300.00	EA			-
10 Brochure Preparation	\$500.00	EA			-
11					-
12					-
13					-
					-
	SUBTOTAL		\$ 3,700	\$	3,700
	Startup costs	5%	185		185
	Unlisted Items	10%	370		370
	CONTRACT COST		\$ 4,255	\$	4,255
	Administrative cost	20%	851		851
	BASE COST		\$ 5,100	\$	5,100
	Program Management	6%	306		306
	Advertising Oversight	6%	306		306
	TOTAL INITIAL/ COLLATERAL COST		\$ 6,000	\$	6,000

II. OPERATING COSTS			STEWART LAKE STATE PARK	TOTAL
Number of Facilities				
Operating days per year				
Estimated Seasonal Hours				
Hourly Rate				
Total Seasonal Wages			\$ -	\$ -
Benefits	7.5%		-	0
Total Incremental Labor			\$ -	\$ -
Operating Supplies/Maintenance				-
Utilities				-
Other Costs				-
Overhead	20.0%		-	-
Total Incremental Costs			\$ -	\$ -

III. REVENUE			STEWART LAKE STATE PARK	TOTAL
Number of Facilities				
Days used per year				
Fee per use				
Number of Fees per facility per day				
Total Incremental Revenue			\$ -	\$ -

IV. INVESTMENT ANALYSIS			STEWART LAKE STATE PARK	TOTAL
Net Cash Flow			\$ -	\$ -
Initial Investment			6,000	6,000
Pay Back (years)			0	0
Return on Investment (ROI)			0.00%	0.00%
Internal Rate of Return (IRR)			0.00%	0.00%
Net Present Value (NPV)			\$ (6,000)	\$ (6,000)

V. BREAK-EVEN ANALYSIS			STEWART LAKE STATE PARK	TOTAL
Break-Even Revenue			\$ 6,168	\$ 6,168
Break-Even Days used per year per facility			0	
Break-Even Fee			\$0.00	
Break-Even Daily Usage			0.0	

STEWART LAKE STATE PARK
LIFE CYCLE COST ANALYSIS FOR ALTERNATIVE 1

		INTEREST RATE 2.8%										
I. CAPITAL EXPENDITURES		ECONOMIC LIFE 30		MOUNTAIN VIEW 1	INDIAN BAY	RABBIT GULCH	JUNIPER POINT	KNIGHT HOLLOW	STRAWBERRY R. ABOVE	STRAWBERRY R. BELOW	SPECIAL EVENTS	TOTAL
TOTAL INITIAL/ COLLATERAL COST		\$3,290,000	\$579,000	\$ 434,000	\$ 278,000	\$ 194,000	\$ 38,000	\$ 43,000	\$ 3,000	\$4,859,000		
II. OPERATING COSTS												
\$ -												
Total Incremental Labor		\$22,050	\$14,950	\$ 12,900	\$ 7,250	\$ 7,025	\$ 775	\$ 1,225	\$ 2,075	\$ 68,250		
Operating Supplies/Maintenance		1,420	1,200	700	500	450	200	200	300	4,970		
Utilities		10,400	-	-	-	-	-	-	25	10,425		
Marketing Costs		-	-	-	-	-	-	-	-	-		
Other Costs		-	-	500	500	500	250	250	250	2,250		
Overhead	20.0%	6,800	3,200	2,900	1,700	1,600	200	300	500	17,200		
Total Incremental Costs		\$40,670	\$19,350	\$ 17,000	\$ 9,950	\$ 9,575	\$ 1,425	\$ 1,975	\$ 3,150	\$ 103,095		
\$ -												
III. REVENUE												
\$ -												
Total Incremental Revenue		\$ 138,300	\$ 45,660	\$ 42,300	\$ 26,400	\$ 20,400	\$ 1,260	\$ 2,100	\$ 6,100	\$ 282,520		
IV. INVESTMENT ANALYSIS												
\$ -												
Net Cash Flow		\$ 97,630	\$ 26,310	\$ 25,300	\$ 16,450	\$ 10,825	\$ (165)	\$ 125	\$ 2,950	\$ 179,425		
Initial Investment		\$3,290,000	\$579,000	\$ 434,000	\$ 278,000	\$ 194,000	\$ 38,000	\$ 43,000	\$ 3,000	\$ 4,859,000		
Pay Back (years)		34	22	17	17	18	-230	344	1	27		
Net Present Value (NPV)		(\$1,326,000)	(\$50,000)	\$ 75,000	\$ 53,000	\$ 24,000	(\$41,000)	(\$40,000)	-	(\$1,305,000)		
		\$0	\$0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
		\$0	\$0	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -		
V. BREAK-EVEN ANALYSIS												
\$ -												
Break-Even Revenue		\$ 204,213	\$ 48,132	\$ 38,574	\$ 23,769	\$ 19,219	\$ 3,314	\$ 4,112	\$ 6,234	\$ 347,567		

STEWART LAKE STATE PARK
LIFE CYCLE COST ANALYSIS FOR ALTERNATIVE 2

	INTEREST RATE										
	2.8%										
I. CAPITAL EXPENDITURES	ECONOMIC LIFE	30	MOUNTAIN VIEW 2	INDIAN BAY	RABBIT GULCH	JUNIPER POINT	KNIGHT HOLLOW	STRAWBERRY R. ABOVE	STRAWBERRY R. BELOW	SPECIAL EVENTS	TOTAL
TOTAL INITIAL/ COLLATERAL COST			\$ 4,666,000	\$579,000	\$ 434,000	\$ 278,000	\$ 194,000	\$ 38,000	\$ 43,000	\$ 3,000	\$6,235,000
II. OPERATING COSTS											
											\$ -
Total Incremental Labor		\$	135,550	\$14,950	\$ 12,900	\$ 7,250	\$ 7,025	\$ 775	\$ 1,225	\$ 2,075	\$ 181,750
Operating Supplies/Maintenance			85,340	1,200	700	500	450	200	200	300	88,890
Utilities			23,700	-	-	-	-	-	-	25	23,725
Marketing Costs			-	-	-	-	-	-	-	-	-
Other Costs			7,350	-	500	500	500	250	250	250	9,600
Overhead	20.0%		50,400	3,200	2,900	1,700	1,600	200	300	500	60,800
Total Incremental Costs			\$ 302,340	\$19,350	\$ 17,000	\$ 9,950	\$ 9,575	\$ 1,425	\$ 1,975	\$ 3,150	\$ 364,765
III. REVENUE											
											\$ -
Total Incremental Revenue			\$ 541,500	\$ 45,660	\$ 42,300	\$ 26,400	\$ 20,400	\$ 1,260	\$ 2,100	\$ 6,100	\$ 685,720
IV. INVESTMENT ANALYSIS											
											\$ -
Net Cash Flow		\$	239,160	\$ 26,310	\$ 25,300	\$ 16,450	\$ 10,825	\$ (165)	\$ 125	\$ 2,950	\$ 320,955
Initial Investment		\$	4,666,000	\$579,000	\$ 434,000	\$ 278,000	\$ 194,000	\$ 38,000	\$ 43,000	\$ 3,000	\$ 6,235,000
Pay Back (years)			20	22	17	17	18	-230	344	1	19
Net Present Value (NPV)			\$ 145,000	(\$50,000)	\$ 75,000	\$ 53,000	\$ 24,000	\$ (41,000)	\$ (40,000)	\$ -	\$ 166,000
V. BREAK-EVEN ANALYSIS											
											\$ -
Break-Even Revenue		\$	534,283	\$ 48,132	\$ 38,574	\$ 23,769	\$ 19,219	\$ 3,314	\$ 4,112	\$ 6,234	\$ 677,636

STEWART LAKE STATE PARK
LIFE CYCLE COST ANALYSIS FOR ALTERNATIVE 3

		INTEREST RATE 2.8%																	
I. CAPITAL EXPENDITURES		ECONOMIC LIFE 30		MOUNTAIN VIEW 3	INDIAN BAY	RABBIT GULCH	JUNIPER POINT	KNIGHT HOLLOW	STRAWBERRY R. ABOVE	STRAWBERRY R. BELOW	SPECIAL EVENTS	TOTAL							
TOTAL INITIAL/ COLLATERAL COST		\$	4,667,000	\$579,000	\$	434,000	\$	278,000	\$	194,000	\$	38,000	\$	43,000	\$	3,000	\$6,236,000		
II. OPERATING COSTS																			
		TOTAL																	
		\$ -																	
Total Incremental Labor		\$	188,600	\$14,950	\$	12,900	\$	7,250	\$	7,025	\$	775	\$	1,225	\$	2,075	\$	234,800	
Operating Supplies/Maintenance			121,100	1,200		700		500		450		200		200		300		124,650	
Utilities			27,000	-		-		-		-		-		-		25		27,025	
Marketing Costs			-	-		-		-		-		-		-		-		-	
Other Costs			10,500	-		500		500		500		250		250		250		12,750	
Overhead	20.0%		69,400	3,200		2,900		1,700		1,600		200		300		500		79,800	
Total Incremental Costs		\$	416,600	\$19,350	\$	17,000	\$	9,950	\$	9,575	\$	1,425	\$	1,975	\$	3,150	\$	479,025	
III. REVENUE																			
		TOTAL																	
		\$ -																	
Total Incremental Revenue		\$	679,500	\$	45,660	\$	42,300	\$	26,400	\$	20,400	\$	1,260	\$	2,100	\$	6,100	\$	823,720
IV. INVESTMENT ANALYSIS																			
		TOTAL																	
		\$ -																	
Net Cash Flow		\$	262,900	\$	26,310	\$	25,300	\$	16,450	\$	10,825	\$	(165)	\$	125	\$	2,950	\$	344,695
Initial Investment		\$	4,667,000	\$579,000	\$	434,000	\$	278,000	\$	194,000	\$	38,000	\$	43,000	\$	3,000	\$	6,236,000	
Pay Back (years)			18	22		17		17		18		-230		344		1		206	
Net Present Value (NPV)		\$	622,000	(\$50,000)	\$	75,000	\$	53,000	\$	24,000	\$	(41,000)	\$	(40,000)	\$	-	\$	643,000	
V. BREAK-EVEN ANALYSIS																			
		TOTAL																	
		\$ -																	
Break-Even Revenue		\$	648,593	\$	48,132	\$	38,574	\$	23,769	\$	19,219	\$	3,314	\$	4,112	\$	6,234	\$	791,946

STEWART LAKE STATE PARK
LIFE CYCLE COST ANALYSIS - ALTERNATIVES 1, 2, 3

I. INVESTMENT ANALYSIS	MOUNTAIN VIEW 1	INDIAN BAY	RABBIT GULCH	JUNIPER POINT	KNIGHT HOLLOW	STRAWBERRY R. ABOVE	STRAWBERRY R. BELOW	SPECIAL EVENTS	MARKETING	TOTAL
Net Cash Flow	\$ 97,630	\$ 26,310	\$ 25,300	\$ 16,450	\$ 10,825	\$ (165)	\$ 125	\$ 2,950	\$ -	\$ 179,425
Initial Investment	3,290,000	579,000	434,000	278,000	194,000	38,000	43,000	3,000	6,000	4,865,000
Pay Back (years)	34	22	17	17	18	-230	344	1	0	27
Return on Investment (ROI)	2.97%	4.54%	5.83%	5.92%	5.58%	-0.43%	0.29%	98.33%	0.00%	
Internal Rate of Return (IRR)	-0.73%	2.13%	4.07%	4.19%	3.71%	-0.43%	-11.65%	-1.67%	0.00%	
Net Present Value (NPV)	\$ (1,326,000)	\$ (50,000)	\$ 75,000	\$ 53,000	\$ 24,000	\$ (41,000)	\$ (40,000)	\$ -	\$ (6,000)	\$ (1,311,000)
Break Even Revenue	\$ 204,213	\$ 48,132	\$ 38,574	\$ 23,769	\$ 19,219	\$ 3,314	\$ 4,112	\$ 6,234	\$ 6,168	\$ 353,735
ii. INVESTMENT ANALYSIS	MOUNTAIN VIEW 2	INDIAN BAY	RABBIT GULCH	JUNIPER POINT	KNIGHT HOLLOW	STRAWBERRY RIVER ABOVE	STRAWBERRY RIVER BELOW	SPECIAL EVENTS	MARKETING	TOTAL
Net Cash Flow	\$ 239,160	\$ 26,310	\$ 25,300	\$ 16,450	\$ 10,825	\$ (165)	\$ 125	\$ 2,950	\$ -	\$ 320,955
Initial Investment	4,666,000	579,000	434,000	278,000	194,000	38,000	43,000	3,000	6,000	6,241,000
Pay Back (years)	20	22	17	17	18	-230	344	1	0	19
Return on Investment (ROI)	5.13%	4.54%	5.83%	5.92%	5.58%	-0.43%	0.29%	98.33%	0.00%	
Internal Rate of Return (IRR)	3.04%	2.13%	4.07%	4.19%	3.71%	-0.43%	-11.65%	-1.67%	0.00%	
Net Present Value (NPV)	\$ 145,000	\$ (50,000)	\$ 75,000	\$ 53,000	\$ 24,000	\$ (41,000)	\$ (40,000)	\$ -	\$ (6,000)	\$ 160,000
Break Even Revenue	\$ 534,283	\$ 48,132	\$ 38,574	\$ 23,769	\$ 19,219	\$ 3,314	\$ 4,112	\$ 6,234	\$ 6,168	\$ 683,804
iii. INVESTMENT ANALYSIS	MOUNTAIN VIEW 3	INDIAN BAY	RABBIT GULCH	JUNIPER POINT	KNIGHT HOLLOW	STRAWBERRY RIVER ABOVE	STRAWBERRY RIVER BELOW	SPECIAL EVENTS	MARKETING	TOTAL
Net Cash Flow	\$ 262,900	\$ 26,310	\$ 25,300	\$ 16,450	\$ 10,825	\$ (165)	\$ 125	\$ 2,950	\$ -	\$ 344,695
Initial Investment	4,667,000	579,000	434,000	278,000	194,000	38,000	43,000	3,000	6,000	6,242,000
Pay Back (years)	18	22	17	17	18	-230	344	1	0	18
Return on Investment (ROI)	5.63%	4.54%	5.83%	5.92%	5.58%	-0.43%	0.29%	98.33%	0.00%	
Internal Rate of Return (IRR)	3.79%	2.13%	4.07%	4.19%	3.71%	-0.43%	-11.65%	-1.67%	0.00%	
Net Present Value (NPV)	\$ 622,000	\$ (50,000)	\$ 75,000	\$ 53,000	\$ 24,000	\$ (41,000)	\$ (40,000)	\$ -	\$ (6,000)	\$ 637,000
Break Even Revenue	\$ 648,593	\$ 48,132	\$ 38,574	\$ 23,769	\$ 19,219	\$ 3,314	\$ 4,112	\$ 6,234	\$ 6,168	\$ 798,114

STEWART LAKE STATE PARK
LIFE CYCLE COST ANALYSIS OF PREFERRED PLAN (ALTERNATIVE 2)

Investment Summary	Net Cash Flow	Initial Investment	Pay Back	(ROI)	(IRR)	(NPV)	Break Even \$
Mountain View 2	\$239,160	4,666,000	20	5.13%	3.04%	\$145,000	\$534,283
Indian Bay	\$26,310	579,000	22	4.54%	2.13%	(50,000)	\$48,132
Rabbit Gulch	\$25,300	434,000	17	5.83%	4.07%	\$75,000	\$38,574
Juniper Point	\$16,450	278,000	17	5.92%	4.19%	\$53,000	\$23,769
Knight Hollow	\$10,825	194,000	18	5.58%	3.71%	\$24,000	\$19,219
Strawberry River Above	\$(165)	38,000	-230	-0.43%	-0.43%	\$(41,000)	\$3,314
Strawberry River Below	\$125	43,000	344	0.29%	-11.65%	\$(40,000)	\$4,112
Special Events	\$2,950	3,000	1	98.33%	-1.67%	\$-	\$6,234
Marketing	\$-	6,000	0	0.00%	0.00%	\$(6,000)	\$6,168
TOTAL	\$320,955	6,241,000	19			\$160,000	\$683,804

STEWART LAKE STATE PARK
Comparison of Current and Proposed Plan (Alt 1 and Alt 2)

CAPITAL EXPENDITURES	CURRENT PLAN	PROPOSED PLAN	NET DIFFERENCE
	\$4,859,000	\$6,235,000	\$1,376,000
OPERATING COSTS			
Total Incremental Labor	\$68,250	\$181,750	\$113,500
Operating Supplies/Maintenance	\$4,970	\$88,890	\$83,920
Utilities	\$10,425	\$23,725	\$13,300
Other Costs	\$2,250	\$9,600	\$7,350
Overhead	\$17,200	\$60,800	\$43,600
Total Incremental Costs	\$103,095	\$364,765	\$261,670
REVENUE			
Total Incremental Revenue	\$282,520	\$685,720	\$403,200
INVESTMENT ANALYSIS			
Net Cash Flow	\$179,425	\$320,955	\$141,530
Initial Investment	\$4,859,000	\$6,235,000	\$1,376,000
Pay Back (years)	27	19	
Net Present Value (NPV)	(\$1,305,000)	\$166,000	\$1,471,000
BREAK-EVEN ANALYSIS			
Break-Even Revenue	\$347,567	\$677,636	\$330,070

STEWART LAKE STATE PARK
Summary of Annual Funding Sources

Revenue Type	Current (\$)	Proposed (\$)	Net Effect (\$)
General Funds	\$103,095	\$364,765	\$261,670
10% of Total Incremental Revenue	\$28,252	\$68,572	\$40,320
Federal Funds	\$0	\$0	\$0
Grants	\$0	\$0	\$0
Restricted funds (Law Enforcement)	\$86,300	\$86,300	\$0
Other funding sources	\$250	\$250	\$0
TOTAL REVENUES	\$217,897	\$519,887	301990

STEWART LAKE STATE PARK
Summary of Annual Expenses

Expense type	Current (\$)	Proposed (\$)	Net Effect (\$)
Wages and benefits	\$183,052	\$336,872	\$153,820
Operating supplies/maintenance	\$4,970	\$88,890	\$83,920
Utilities	\$10,425	\$23,725	\$13,300
Other Costs (Contractor/Professional Se	\$2,250	\$9,600	\$7,350
Overhead	\$17,200	\$60,800	\$43,600
TOTAL REVENUES	\$217,897	\$519,887	301990

STEWART LAKE STATE PARK (ADMINISTRATION)
PROPOSED ALTERNATIVE (2) ANNUAL ADMINISTRATION COSTS

I. CAPITAL EXPENDITURES	INTEREST RATE	2.8%	BREAKDOWN BY FACILITY				TOTAL
	ECONOMIC LIFE	1	ADMINISTRATION	LAW ENFORCEMENT	RESOURCE MANAGEMENT	INTERPRETATION	
ITEM DESCRIPTION	UNIT PRICE						
1 Interpretive Planning	\$500.00 Each					4	\$ 2,000
2 Interpretive Sign 24"x36"	\$700.00 Each					4	2,800
3 Sign Installation	\$700.00 Each					4	2,800
4							-
SUBTOTAL			\$ -	\$ -	\$ -	7,600	\$ 7,600
Startup costs	5%		-	-	-	380	380
Unlisted Items	5%		-	-	-	380	380
CONTRACT COST			\$ -	\$ -	\$ -	8,360	\$ 8,360
Administrative cost	10%		-	-	-	836	836
BASE COST			\$ -	\$ -	\$ -	9,200	\$ 9,200
Program Management	3%		-	-	-	276	276
Administrative Oversight	3%		-	-	-	276	276
TOTAL INITIAL/ COLLATERAL COST			\$ -	\$ -	\$ -	10,000	\$ 10,000

II. OPERATING COSTS		ADMINISTRATION	LAW ENFORCEMENT	RESOURCE MANAGEMENT	INTERPRETATION	TOTAL
Estimated Staff Hours		1500	1500	1500		4,500
Hourly Rate		\$25.00	\$25.00	\$30.00		
Total Seasonal Wages		\$ 37,500	\$ 37,500	\$ 45,000		\$ 120,000
Benefits	7.5%	2,800	2,800	3,400	-	9,000
Total Incremental Labor		\$ 40,300	\$ 40,300	\$ 48,400		\$ 129,000
Operating Supplies/Maintenance		800	800	700		2,300
Utilities		3,980	800	1,000		5,780
Marketing Costs						
Other Costs		5,000	5,000	4,000		14,000
Overhead	20.0%	10,000	9,400	5,900	-	25,300
Total Incremental Costs		\$ 60,080	\$ 56,300	\$ 60,000	\$ -	\$ 176,380

III. FUNDING SOURCE	ADMINISTRATION	LAW ENFORCEMENT	RESOURCE MANAGEMENT	INTERPRETATION	TOTAL
Park Revenue (overhead from operating costs)	\$ 60,080				
General Funds			\$ 30,000		\$ 30,000
Restricted Fund		\$ 56,300	\$ 30,000		\$ 86,300
Federal Funds				\$ 5,000	\$ 5,000
Grants				\$ 5,000	\$ 5,000
Other Funds					
Total Incremental Revenue	\$ 60,080	\$ 56,300	\$ 60,000	\$ 10,000	\$ 186,380

STEWART LAKE STATE PARK (MOUNTAIN VIEW AREA)
LIFE CYCLE COST ANALYSIS FOR ALTERNATIVE 1

PROJECT LIFE	30	EXISTING FACILITIES					
		REMAINING LIFE	0	0	0	0	
		INTEREST RATE	2.8%	2.8%	2.8%	2.8%	
ECONOMIC LIFE		30	30	30	30		
I. CAPITAL EXPENDITURES							
ITEM DESCRIPTION	UNIT PRICE	UNIT	BOAT RAMP/PARKING	BOAT STORAGE	CAMPGROUND	BEACH AREA	TOTAL
1 Roads (paved)	\$1.64	SQ FT	24,000				\$ 39,360
2 Parking	\$1.64	SQ FT	16,500				27,060
3 Water	\$14.50	LF				7,000	101,500
4 Dry Boat Storage	\$11,400.00	LS		1			11,400
5 Docks/Gangways	\$8,000.00	EA	5				40,000
6 Restrooms/Showers (4 Unit)	\$180,000.00	EA	1			3	900,000
7 Restrooms/Showers (6 Unit)	\$220,000.00	EA				1	-
8 Campgrounds (Urban)	\$18,000.00	EA			26		468,000
9 Enclosed Pavilion	\$42,000.00	EA					-
10 Park Cabins	\$50,000.00	EA					-
11 Launch Ramp	\$230,000.00	LS	1				230,000
12 Beach area	\$2.04	CU FT				85,000	173,400
13 Boat ramp jetty	\$25.00	CU YD	5,500				137,500
							-
SUBTOTAL			\$ 653,920	\$ 11,400	\$ 1,109,500	\$ 353,400	\$ 2,128,220
Mobilization		5%	32,696	570	55,475	17,670	106,411
Unlisted Items		10%	65,392	1,140	110,950	35,340	212,822
CONTRACT COST			\$ 752,008	\$ 13,110	\$ 1,275,925	\$ 406,410	\$ 2,447,453
Contingencies		20%	150,402	2,622	255,185	81,282	489,491
FIELD COST			\$ 902,400	\$ 15,700	\$ 1,531,100	\$ 487,700	\$ 2,936,900
Design		6%	54,144	942	91,866	29,262	176,214
Construction Oversight		6%	54,144	942	91,866	29,262	176,214
TOTAL INITIAL COST			\$ 1,011,000	\$ 18,000	\$ 1,715,000	\$ 546,000	\$ 3,290,000
PRESENT VALUE OF TOTAL CAPITAL EXPENDITURES			\$ 1,011,000	\$ 18,000	\$ 1,715,000	\$ 546,000	\$ 3,290,000

II. ANNUAL OPERATING COSTS		BOAT RAMP/PARKING	BOAT STORAGE	CAMPGROUND	BEACH AREA	TOTAL
Number of Facilities		2	1	26	1	
Employee Hours per day		1	1	0.25	1	
Operating days per year		180	180	100	180	
Estimated Seasonal Hours		360	180	650	180	1,370
Hourly Rate		\$15.00	\$15.00	\$15.00	\$15.00	
Total Seasonal Wages		\$ 5,400	\$ 2,700	\$ 9,750	\$ 2,700	\$ 20,550
Benefits	7.5%	400	200	700	200	1,500
Total Incremental Labor		\$ 5,800	\$ 2,900	\$ 10,450	\$ 2,900	\$ 22,050
Operating Supplies/Maintenance		200	500	520	200	1,420
Utilities				10,400		10,400
Marketing Costs						-
Other Costs						-
Overhead	20.0%	1,200	700	4,300	600	6,800
Annual Incremental Costs		\$ 7,200	\$ 4,100	\$ 25,670	\$ 3,700	\$ 40,670

III. ANNUAL REVENUE		BOAT RAMP/PARKING	BOAT STORAGE	CAMPGROUND	BEACH AREA	TOTAL
Number of Facilities		2	1	26	1	
Days used per year		100	180	100	180	
Fee per use		\$7.25	\$2.50	\$27.00	\$7.00	
Number of Fees per facility per day		30	30	1	10	
Annual Incremental Revenue		\$ 43,500	\$ 13,500	\$ 70,200	\$ 12,600	\$ 139,800

IV. INVESTMENT ANALYSIS		BOAT RAMP/PARKING	BOAT STORAGE	CAMPGROUND	BEACH AREA	TOTAL
Annual Net Cash Flow		\$ 36,300	\$ 9,400	\$ 44,530	\$ 8,900	\$ 99,130
Present Value of Total Capital Expenditures		1,011,000	18,000	1,715,000	546,000	3,290,000
Pay Back (years)		28	2	39	61	33
Return on Investment (ROI)		3.59%	52.22%	2.60%	1.63%	3.01%
Internal Rate of Return (IRR)		3.59%	52.22%	2.60%	1.63%	3.01%
Net Present Value (NPV)		\$ (281,000)	\$ 171,000	\$ (819,000)	\$ (367,000)	\$ (1,296,000)

V. BREAK-EVEN ANALYSIS		BOAT RAMP/PARKING	BOAT STORAGE	CAMPGROUND	BEACH AREA	TOTAL
Break-Even Revenue		\$ 57,456	\$ 4,995	\$ 110,921	\$ 30,841	\$ 204,213
Break-Even Days used per year per facility		132	67	158	441	
Break-Even Fee		\$9.58	\$0.92	\$42.66	\$17.13	
Break-Even Daily Usage		39.6	11.1	1.6	24.5	