JERICHO MOUNTAIN STATE PARK

Riding Area Master Trail Development Plan

December 1, 2006

Prepared For:

NH Division of Parks and Recreation
Bureau of Trails
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FOR THE
NEW HAMPSHIRE DIVISION OF PARKS AND RECREATION
BUREAU OF TRAILS

CONCORD, NEW HAMPSHIRE

DECEMBER 2006

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I. EXECUTIVE SUMMARY

A. Introduction

In 2006, the New Hampshire Department of Resources and Economic Development (DRED) purchased approximately 7,200 acres of land within the city limits of Berlin from The Dillon Company for the purpose of creating a high quality, OHRV riding area. The land acquired is in two parcels; one east of State Highway 110 which is referred in this master plan as the Head Pond Area and the other to the west of Route 110, referred to as the Jericho Lake Area.

In 2006, the Department also entered into a Purchase and Sales Agreement to purchase an additional approximate 300 acres of prime recreation land from the City of Berlin in an area that has been used as public recreation area since the 1970's at Jericho Lake. This section of land is considered to be critical to the future development of the riding area as it is in a prime location to become the hub or core of the future ATV Park.

Prior to these strategic acquisitions by the State, a strategic plan was commissioned by the DRED to evaluate the need for additional OHRV trails within the State. The study was undertaken by Woodlot Alternatives of Topsham, Maine. The study evaluated recent trends in sales of OHRVs and registrations within the State as well as conditions of present and future supply and demand for trails and riding areas. The results of that study contributed to the impetus to acquire the lands noted above as well as the following observations and recommendations noted in their report:

- In order to keep pace with the rise in OHRV sales and registrations, the State will need to develop nearly 350 miles of new trails over a five year period.
- Given increased demand for OHRV trails and the sensitivity of private land owners to intensive use of their land, the report recommended that the State acquire, develop, and manage land for a comprehensive public riding area. The report also recommended improved communication with private land owners as well as a high degree of rider education in order to optimize the opportunities for continued expansion of trails on private land.
- The report recommended that once the State acquired the appropriate parcel(s) of land that a master plan be undertaken to provide a comprehensive plan to develop a new public OHRV riding area.

In August 2006 DRED awarded the contract for the riding area master plan to Horizons Engineering, PLLC of Littleton, New Hampshire. Horizons Engineering collaborated with Mr. Ted Burns, trail master of the North Country ATV Club in Stratford, to round out the team.

The planning team set out to create the master plan for what may be the largest and most comprehensive public OHRV trail system in the country. The guiding principles for the master plan are summarized below:

- The overall goal is to provide an all-inclusive, user-friendly facility that will attract OHRV enthusiasts from within New Hampshire as well as from out of State.
- Although the Park is primarily planned as an ATV park, trails and facilities will be designed for many different users, motorized and non-motorized, as well as individuals and families, leisure and aggressive riders, and day and overnight visitors.
- High quality overnight camping facilities will provide an opportunity for visitors to extend their stay in the area while exposing them to the natural beauty of the Jericho Lake site.
- The Park will become the hub of North Country OHRV activity. As such it will have wide spread economic benefits to the local and regional economies.

While the name of the Park has not officially been designated, the name Jericho Mountain State Park has been suggested and will be presented to the Governor and Executive Council for approval in the near future. As such, the Park will be referred to as Jericho Mountain State Park in this report.

In August 2006 the Bureau of Trails, with the help of volunteers from the Androscoggin ATV Club, opened approximately fourteen miles of OHRV trails at the new Jericho Mountain State Park facility. The majority of the new trails were established on existing gravel logging roads.

Also in August 2006, the State entered into a Memorandum of Agreement for Trail Monitoring and Maintenance with the Androscoggin Valley ATV Club (The Club) whereby The Club will act as the host club for the Park.

B. The ATV Park Master Plan

1. The Trail System Master Plan

The full build out of the trail system is approximately 136 miles of trails, including the 9 miles of trails with easements currently in place, a 1 mile Junior ATV trail, 4.5 miles of 4 X 4 trail, and 5 miles of mountain bike/ATV trail.

Trails are designed and categorized by level of difficulty with green being easiest and black most difficult. Of the 136 miles of ATV trails, the distribution of difficulty levels is:

Green trails	20%
Blue trails	70%
Black trails	10%

Comfortable carrying capacity (CCC) calculations have been determined for the trail system itself as well as for the park as a whole. Trail density assumptions are

applied to the mileage of trails within each level of difficulty to determine the comfortable carrying capacity of the trail system.

• Total trail system CCC	429 ATVs	(active riders only)
• Total Park CCC	536 ATVs	(includes active and inactive riders)
• Total Park, Peak Day	670 ATVs	(accounts for occasional peak days when CCC may be exceeded by as much as 25%)
• Total Park, Peak Day Visitors	720 People	(peak days may have 670 ATVers and +/- 50 non-ATV visitors)

There will be a variety of special use trails, including:

- A Jeep/4 wheel drive loop (that may be used by ATVs too)
- Gravel pits
- Junior trail (limited to 80 CC ATVs or trail bikes)
- Educational/training area
- Mountain biking (non-motorized with access to National Forest land)

2. The Campground Master Plan

The master plan identifies a campground development concept that is intended to satisfy a wide range of user preferences for a quality outdoor experience. USDA Forest Service guidelines for camp site development are recommended for building and maintaining the camp sites.

The following types of sites have been planned in proximity to the lake and the core area of the Park:

26	Remote sites with limited access
81	RV sites with water and electric hookups
93	Tent/Pop-up trailer/Truck camper sites
200	Total sites

3. Core Area Facilities

Jericho Mountain State Park is more than simply an ATV trail system and more than a State camp ground, it is an integrated recreation complex with a focus on the lake, the trail system, the camping and family recreation opportunities, and to serve as the hub for access to other North Country attractions. The core area of the Park will be the hub of visitor activity.

Facilities that will be in the core include:

- ATV rider and visitor services
    - Parking areas
    - Lake Jericho beach, picnic, and pavilion area

- Boat ramp
- General store
- Public washrooms with showers
- Park maintenance and administration building with visitor welcome center and education/training facilities
- ATV wash station
- RV waste disposal station

C. Capital Costs and Phasing

1. Opinions of Cost

Engineering opinions of cost were prepared for each of the proposed infrastructure items associated with the development of Jericho Mountain State Park. The opinions of cost are represented in today's dollars, and a 15% contingency was built into each category in an attempt to account for unanticipated site and economic conditions at the time of construction. The opinions of cost are intended to be used for planning purposes and do not represent actual quotes from vendors and/or contractors. Also, these costs assume that contracted labor and materials are used for construction of the entire facility, including the trail network.

The opinions of cost are summarized as follows:

Item	**Opinion of Cost for Construction (rounded)**
Site Work	$1,212,000
Utilities	$636,000
Buildings	$1,994,000
Camp Sites	$1,026,000
Miscellaneous	$623,000
Trails	$1,127,000
TOTAL OPINION OF COST	**$6,618,000**

2. Construction Phasing

Due to the significant size and cost of the overall project, it would not be practical to construct all aspects of the project during one construction season. Therefore, a five-year phasing plan was developed. This plan focuses on construction of the primary attractions to the Park, including the trail network and the less capital-intensive areas of the campground, early in the process. Other amenities that add to the experience of the facility but that are considered lesser priorities are proposed later in the construction schedule. In addition, focusing on the trail and campground construction first allows park revenue to be maximized through the build-out process.

Year 1

Approximately 33 miles of new Blue
Trail, 4.6 miles of mountain bike trail, 2.8 miles
Of new Black Trail, and upgrade approximately

15 miles of existing logging road to Green Trail

Total Opinion of Cost Year 1 - $423,000

Year 2

Remaining Black Trails and Blue Trails	$622,000
All campground roads and parking	$1,212,000
Water System and Core Area wastewater system and electrical service	$217,000
Gate House and Core Area restroom building	$127,000
Approximately 26 remote campsites and 47 tent/pop-up camper sites	$234,000
Core Area playground	$148,000

Total Opinion of Cost Year 2 - $2,560,000

Year 3

Water main, electrical service, and wastewater system for the tent/pop-up camper site area	$245,000
Administration Building, additional restroom buildings, and all pavilions	$1,368,000
Remaining 47 proposed tent/ pop-up camper sites	$123,000
Beach upgrades and one campground area playground	$98,000

Total Opinion of Cost Year 3 - $1,834,000

Year 4

Complete infrastructure build-out to RV site area	$176,000
RV area restroom buildings	$126,000
All RV campsites	$669,000
RV area playground	$61,000

Trail-side rest areas (4)	$81,000

Total Opinion of Cost Year 4 - $987,000

Year 5	
General Store building	$374,000
Wash station	$316,000

Total Opinion of Cost Year 5 - $690,000

D. Economic Models

1. Model Assumptions

In order to assess the financial viability of the proposed Park facility, conceptual operating income and expense models were prepared based on potential revenue streams associated with the proposed Park, and estimated expenses associated with the operation and maintenance of the Park core area and trail system. The models assume that all construction costs will be directly allocated to the Park in the form of commercial or similar financing, and that the Park operations will be solely responsible for service on this debt. This may not be the actual method of financing and repayment of debt. In fact, given the burden that repayment of principal and interest will place on the Park operation, it is likely that other sources of funding for construction of the Park will need to be established.

The annual revenue – expense models were constructed using anticipated revenue and expense criteria. The models were constructed using existing financial information from Pawtuckaway State Park as a base.

2. Model Results

Model results indicate that both the Park and trail network will experience an operating loss during the construction phase. This is entirely the result of the high capital costs required early on in the phased construction program, and low revenue generation during the same period. The year 6-10 year model, which is considered to represent the operation of the Park following full build-out, also indicates an annual operating loss. This loss is solely a result of the inclusion of construction financing costs in the operating budget.

It is notable that the model indicates that the Park and trail network overall experience a net profit for Year 4, Year 5, and Years 6-10 and beyond if interest expense and capital amortization are not considered.

3. Financial Conclusions

Model results indicate that, while the Park operation would result in a net annual loss, this loss is solely the result of the cost of constructing the facility. Other conclusions from the models are as follows:

- The operation of the campground is clearly the primary revenue generator for the facility. Therefore, operational efforts for the Core Area should focus on maintaining a high occupancy rate in the campground.
- The facility fee represents a moderate proportion of the overall revenue for the park. As it may be difficult to enforce this fee for those entering the park in areas other than the main entrance, additional consideration of the merit of this fee should be made to determine how this fee should be imposed.
- The store, ATV wash, and several minor amenities proposed for the Core Area are shown in the model as being either only slightly profitable or a net operating loss. As these features are important to the overall appeal of the park, they should remain as part of the development plan.
- It appears that 4x4 truck access to the park would result in a significant revenue source that can be directly allocated to the trail network. As this type of activity requires only a relatively small trail network compared to ATVs, the direct cost associated with 4x4 use would be relatively small, resulting in a relatively high profit margin for this activity.
- Volunteer labor and other funding sources for the construction and maintenance of the trail network could make a substantial difference in the operational budget of the facility. If the volunteer effort is high enough, it may be possible for the trail network to act as an overall revenue source for the park, instead of the loss indicated by the financial models.

4. Regional Economic Benefit

Park visitors will provide a significant economic benefit to the surrounding region in the form of secondary economic benefits. According to a 2004 study of the impact of ATV and trail bike spending in New Hampshire completed by Plymouth State University, the induced (secondary) spending by ATV recreation in the State resulted in an additional $1.57 generated for every $1.00 of direct spending by ATV enthusiasts within the Park. The annual gross revenue for Jericho Mountain State Park at full build-out is approximately $694,000. Assuming direct spending is limited to revenue at the Park, the region would gain approximately an additional $1,089,000 annually in secondary economic benefit as a result of the Park operations. It is likely the actual economic benefit will be significantly higher due to additional direct spending outside the Park that is not accounted for in the model.

E. Review of Current Process for Development of ATV Trails on Public Lands

As the land is, or will soon be, owned by the State of New Hampshire all proposed ATV trails must meet the criteria set forth in New Hampshire Statute 215-A and specifically Sections 215-A:41-43. Section 215-A:42 of the Statute identifies the conditions required for a state-owned property to establish ATV trails which include meeting the coarse and fine filter criteria found in Section 215-A:43.

Based on information provided by DRED, the Jericho Mountain State Park land meets the coarse filter criteria. Therefore, the consultant team has evaluated the conditions whereby the proposed trail development plan may or may not meet the 29 items which comprise the fine filter criteria set forth by statute 215-A:43 II.
As far as the Phase I trail plan is concerned, scheduled for construction in 2007, the proposed trails are in compliance with the items in Statute Section 215-A:43. There are, however, several areas where some of the proposed full build-out trails cannot be constructed given the current Statutes. Specific items in the Statute need to be revised so as not to hinder the success of the Park.

In the opinion of the consultant team, a decrease in the mileage of trails proposed in this master plan will have a significant negative impact on the ability of the Park to attract ATV enthusiasts. It would also negatively impact the financial viability of the Park, particularly its ability to be self-supporting.

F. Strategic Acquisitions

Due to the projected growth of ATV recreation in New Hampshire, it appears that the demand for trails in the Berlin area will eventually exceed the capacity of the Jericho Mountain trail network as it is currently proposed. Additional land and trail easement acquisitions should therefore be considered a critical part of the overall master plan for Jericho Mountain State Park.

II. EXISTING CONDITIONS

A. The Physical Characteristics of the Site

1. Location and Site Character

Jericho Mountain State Park consists of two large parcels of land, Parcel 1, on the east side of Route 110 and referred to as the Head Pond Area, is approximately 1625 acres, and Parcel 2, referred to as the Jericho Lake Area on the west side of Route 110, is approximately 5,525 acres. Both parcels are located several miles outside of the city proper but within the city limits of Berlin. The Park is accessed via State Highway 110 approximately 2.75 miles northeast of the limits of Berlin Proper.

There is an access road to the existing beach and trail head at the Jericho Lake Area that is roughly 1.75 miles from Route 110 to the beach area. This road has numerous potholes and the shoulders have eroded in some sections; it will need to be upgraded to handle the future increase in traffic and to convey a quality entry image for visitors to the State Park.

The Head Pond Area is also accessed via Route 110.

In 2006, the State of New Hampshire Department of Resources and Economic Development purchased the majority of the property from the Dillon Company and later in 2006 the balance of the property, the area around Jericho Lake, was placed under a Purchase and Sales Agreement from the City of Berlin.

The existing Jericho Lake Recreation Area was established in the 1970's by the City of Berlin with the construction of Jericho Lake, a flood control reservoir created by the construction of an earthen dam by the Army Corps of Engineers in 1973 to regulate flow of the Dead River through the city center of Berlin located downstream. The former city park has been in use as a public facility throughout that period.

At present the Jericho Lake site has a small sandy beach, a boat landing (non-motorized water craft only are permitted), a picnic area and covered pavilion, and public washrooms. The mountain and lake scenery at the public facility are very attractive and, combined with favorable topography, it was evident to the planning team very early in the master planning process that this would be the best location for the future trailhead, campground, and Park headquarters.

The topography is varied throughout the two parcels with several high points in the Jericho Lake Area at elevations in the range of 2,000 feet above sea level and

the highest point in the southwest corner of this area at slightly over 3,000 feet. Jericho Brook runs through the center of the Jericho Lake parcel flowing to the north into Jericho Lake from its headwaters on the northern flanks of Black Crescent Mountain and Sugar Mountain.
The topography in the Head Pond parcel is generally flatter than the Jericho Lake parcel with gently rising slopes from south to north and west to east. There are no major streams, wetlands, or steep slopes in the Head Pond parcel.

Large portions of the land in the Jericho Lake area have been harvested for forest products in the past several years by the Dillon Company. Although some sections have been extensively clear-cut, we believe this to be advantageous given the expansive views that have been created as a result. During the timber harvesting process many gravel roads and landing areas have been developed by the Dillon Company; these roads are suitable for integration into the future ATV trail network.

2. **The First Phase of Trail Development in the Park; Summer 2006**
   In August 2006 the Bureau of Trails, with the help of volunteers from the Androscoggin ATV Club opened approximately fourteen miles of OHRV trails at the new Jericho Mountain State Park facility. The majority of the new trails were established on existing gravel logging roads.

Figure 1 depicts a *Regional Map* of the project area. The existing conditions are depicted in ***Figure 2***.

B. The Market for OHRV and ATV Riding Areas

According to the industry sources *Powersports Business* and the *Motorcycle Industry Council,* sales of ATV's in the United States have grown 166% in the past ten years, from 293,000 units in 1995 to 780,430 units in 2005. Although industry financial analysts predict a slight slow down in sales of the traditional market leaders (Honda, Yamaha, Polaris, Arctic Cat, Suzuki, Kawasaki and Bombardier) for 2006, the current and anticipated growth rate of non-traditional Asian imports (mostly youth ATV's; 150,000 to 200,000 in 2006) over the past several years points to continued double digit annual growth in total ATV sales.

With an understanding that this significant growth in ATV sales will lead to a significant increase in demand for riding areas, the State of New Hampshire, Department of Resources and Economic Development has taken the initiative to create an area specifically designed for ATV and other related off-highway uses. At present, the New Hampshire Bureau of Trails manages about 200 miles of wheeled off-highway recreational vehicle (OHRV) trails, over 250 miles of state-owned rail trails, and 6,000 miles of snowmobile trails. There are also approximately 700 miles of ATV trails on private land within the State that are operated and maintained by a number of ATV clubs.

Recent shifts in weather patterns have decreased the length and expanse of opportunities for snowmobiling in New Hampshire. Many people are turning to ATV's to fulfill their need for outdoor motorized adventure. This weather trend and other demographic trends have lead to greater demand for additional ATV trails throughout the State. Given that most of the current ATV trail systems are operated under agreements with private landowners, and increased use sometimes leads to increased strain on the willingness of private landowners to continue to allow use of their land, there is clearly a need for more public access to organized trail systems.

III. DESIGN CRITERIA

Horizons Engineering has researched a number of sources to establish the design criteria for the creation of the Riding Area Master Plan. The design criteria that have been utilized were taken from such diverse sources as trail development programs and initiatives from other states such as Wisconsin, Utah, and Virginia, the United States Forest Service, private operators of OHRV facilities, suppliers of ATVs and ATV products, and numerous interviews and solicitation of input from independent sources, stakeholders and parties with an interest in the Jericho Mountain State Park. Some aspects of the design criteria were created based on empirical findings taken from existing ATV operations or they were created by applying design criteria from other recreation-based land uses such as ski area design, snowmobile trail design and operation, and architectural criteria for the design of recreation facilities.

A. Trail Development

The master plan for the development of the trail system in Jericho Mountain State Park attempts to provide a range and diversity of trail opportunities that will satisfy a wide range of user groups. Although the Park is clearly being designed and developed as an ATV park, there are numerous other compatible user groups that are likely to take advantage of this great opportunity for outdoor recreation.

Naturally, there is going to be a wide range of users within the ATV market itself. There will be beginner riders as well as very accomplished riders. There will be those seeking a relaxing ride through the woods with family and friends as well as riders seeking a challenging, aggressive workout. Some riders will prefer to concentrate their time in a limited area such as a gravel pit or a steep, challenging section of trail while others will want to travel as many miles as possible in a day. This master plan has considered the aspirations of all user groups; the following design criteria have been applied to the trail system design.

1. Levels of Difficulty

Trails are broken into three general categories based on the level of difficulty and the expectations of riders of varying ability levels. Green trails for all users, blue trails for the more experienced riders, and black trails for the more aggressive, athletic riders. There are a number of criteria that differentiate trails by level of difficulty, including trail width and steepness, trail surface condition, placement of man-made or natural obstacles, and the number and types of anticipated users.

The goal of the master plan is to create a system of trails for the enjoyment of all user groups. Enjoyment levels will be enhanced by having a wide range of trail

difficulty levels, interesting features for different users, i.e. gravel pits, 4 X 4 truck trails, viewing areas, picnic areas, and un-crowded conditions.

Green trails have been established for the most part on existing gravel roads that run through most sections of the Park. These trails are considered very easy to ride and recommended for all users. Green trails are relatively wide, having a minimum width of 15 feet. The maximum speed on these trials is 25 mph and the average speed that was applied for the purpose of calculating trail capacity is 20 mph.

Blue trails are designed and constructed in areas where a standard road vehicle could not pass. Trails are approximately 8 feet wide. These trails will wind through wooded areas and through old logging yards following existing logging trials. They will connect at the ends of green trails to create continuous riding throughout the ATV Park. These trails will receive the heaviest use throughout the Park and will constitute a lengthy day of riding. The maximum speed on these trails will be 25 mph, but it is estimated the actual average speed on such a trail is more likely to be 10 mph. This average speed will be used to calculate trail capacity on the Park's blue trails.

Mountain bikers (non-motorized) may also be interested in using these trails with the understanding that the primary users of the system are ATV and dirt bikes

Black trails are to be constructed with natural or man-made obstacles for the more aggressive riders. Obstacles such as rock climbs, boulder fields, stumps and sharp turns, often times in combination with steep slopes, will be used to create these trails. Black trails will vary in width, but generally they are narrow and some will only be barely wide enough for an ATV to squeeze through (no more than four feet wide). The average speed on these trails is 5 mph or less.

2. Special Use Trails

The Jericho Mountain State Park is intended to be a destination area with a special focus on OHRV use all well as other non-motorized uses. The proposed State run campground will provide facilities for families and other user groups to stay on site while taking advantage of a number of recreation opportunities within the Park and throughout the Great North Woods region of New Hampshire.

As part of the master planning process a number of other trail uses have been considered and, wherever possible, they have been integrated into the trail system in the Park. Some of those special uses include:

Junior trail – As part of the family orientation of the Park and the campground, a short loop for the use of young riders should be located near the camping area where parents can monitor their progress. The loop will be restricted to ATVs or trail bikes no larger than 80 cc and no fast or aggressive riding will be allowed.

Educational trails and learning area – There is a need to have educational facilities in the core area of the Park for the Androscoggin Valley ATV Club, NH Fish & Game and for the general use of visitors to the area. Educational facilities will consist of an outdoor open area about the size of a football field, a short loop track that may be observed by an instructor, and indoor classroom space. The educational facilities should be integrated with a Park administration/visitor center.

Bike paths/walking paths are considered to be another compatible type of recreation and use of the Park. We have shown a bike path that will run from the camping area around the lake and back to the core area. This trail has been located so as not to interfere with the ATV trails which could potentially cause a negative experience for the hiker or biker.

The Androscoggin Ranger District of the White Mountain National Forest has suggested they would like to see more non-motorized use of National Forest land. In particular, they would like to have a link established for mountain bikers to access an area of the Forest to the west of the Park boundary. There is an existing developed road in this area known as the Bog Dam Road where the Forest Service would like to see improved access and increased non-motorized use. Planning for the Jericho Mountain Park will include this and other compatible non-motorized trails as part of the master plan.

Gravel Pits – There are several existing gravel pits within the Jericho Lake parcel. These pits may be used for motocross loops and other activities for intermediate and aggressive riders of two and four wheel machines. The Bureau of Trails has indicated that extreme riding involving large jumps will not be allowed in the gravel pits.

Four Wheel Drive Vehicles - There is a strong interest in the use of 4 wheel drive vehicles at the Park. We feel that this would be a good mix of recreation. Statute 215-A:43.IV restricts the size of OHRVs to 50 inches wide and 1,000 ponds. An exception to this Statute should be approved to allow this use within the Park

3. **Trail Comfortable Carrying Capacity, CCC**
   It is important to establish the comfortable carrying capacity of the trail system so that other facilities and management activities may be designed to be in balance with the trail capacity. Horizons Engineering has established base line trail densities (riders per mile of trail) based on empirical findings and the overarching goal to provide a pleasant recreational experience without unduly taxing the environment.

It should be noted that capacity calculations are determined for the trail system itself as well as for the park as a whole. With respect to ATV riders, those riders actually using the trails at any given time are considered active riders while those who are in other areas of the Park – resting in the core or the campground, pursuing other leisure activities, etc. – are considered in active riders. For the purposes of calculating Park capacity, we have estimated that inactive riders will be about 25% of the active riders.

Additionally, it should be noted that there will be a number of days during the peak riding season when the number of visitors to the Park will exceed the calculated comfortable carrying capacity. This may happen on holiday periods when the weather is ideal, when there is a large event at the Park, or sometimes it simply happens by coincidence. We do not view this as detrimental, as long as it does not occur to the point where the quality of the riding and leisure experience will suffer. Park management will need to monitor and potentially regulate usage of the Park during these busy periods.

Finally, as noted in Section III, The ATV Park Master Plan, certain aspects of the Park such as parking, water supply, and sewage treatment must be designed to handle the total of active, inactive, and peak day visitors to the Park.

a. Trail Density Assumptions

The following assumptions will be used to determine trail comfortable carrying capacity.

i. On average ATV riders travel in groups of 2 to 6 riders per group

ii. ATV riders on smooth trails will travel at a higher rate of speed, therefore, assumed average rates of travel are:
   - Green trails 20 mph
   - Blue trails 10 mph
   - Black trails 5 mph

iii. Assumed trail densities are:
   - Green trails will have 1 group of 2 to 4 (an average of 3) ATVs per mile
   - Blue trails will also have 1 group of 2 to 4 (an average of 3) ATVs per mile
   - Black trails will have 2 groups of 4 (an average of 7) ATVs per mile

The chart on the following page identified as ***Figure 3*** illustrates the basis for the trail density assumptions. The map titled Overall Site and Trail Layout as well as Section IV.A.4 describes the actual calculation of the trail system and Park comfortable carrying capacity.

b. Critical Access Trails
Critical access and egress on the main core trails (the trunk lines) should also be evaluated to confirm the carrying capacity of the trails system. In other words, the trunk line trails must be able to handle peak demand on a busy morning when riders leave the core area as well as when they return to the core in the afternoon.

c. Managing Trail Density
In theory, it is possible that when the number of riders within the trail system has reached its capacity, additional riders will decide not to ride that day due to the perception that the trails will be crowded. In reality, however, Park management will need to monitor and regulate the number of riders that are allowed in the trail system. This may be accomplished by monitoring the number of campsites that are occupied by ATV riders and regulating use of the parking lot. It may require a couple of years of monitoring and managing in order to establish the right number of riders that the trail system can handle.

B. Campground Planning and Design Criteria

The campground is considered a critical aspect in the future of the Park. The availability of overnight camping right in the core area of the Park will not only significantly improve the attraction of the Park; it will also provide the greatest area of revenue potential for the Park's operation. We envision high levels of occupancy in the campground throughout the peak summer season and overall the campground will become a hub of social activity that many visitors are looking for.

Several types of camp sites have been considered in order to appeal to as many users as possible. We have used several resources to help provide planning and design criteria for the campgrounds, including the USDA Forest Service Manual, *FSM 2300 – Recreation, Wilderness, and Related Resource Management* and the well-known book *Planning Parks for People* by Hultsman, Cottrell and Zales-Hultsman, 1987.

Applying the US Forest Service guidelines for site classification, the following types of campground sites are proposed. The quantity of each type of site has been determined on the basis of examples from other State and private camp grounds and our estimate of market demand. As will be discussed in the phasing plan later in this report, early phases of campground development should attempt to satisfy the full range of camp site demand in the market place, however the mix of types of sites may be adjusted prior to the construction of subsequent phases.

1. Remote Sites
Remote sites will accessible only by ATV, mountain bike or by walking. They will have minimum site modification; spacing is informal and extended to

minimize contact between camp sites. US Forest Service development scale: 2 (semi-primitive).

2. **Tent Sites**
   Tent sites will be designed for tents, pop-up trailers, and truck campers. The sites will include additional space for ATV parking (in addition to primary vehicle and trailer parking). The sites are moderate to heavily modified with adjacent facilities for comfort and convenience such as flush toilets, showers, water source nearby, trash disposal, play areas, etc. Access road is hard surface gravel. Sites will have a picnic table and fire pit. Forest Service development scale: 4 (rural).

3. **RV Sites**
   Sites for Recreational Vehicles (RVs) are designed for large vehicles that may also be towing a trailer for ATV's. These sites are moderate to heavily modified, they are large and their relationship to the access road will accommodate back-up and angled parking. Each site will have water and electric hook-up; sewage disposal will be at a central disposal site in the core area of the campground. Comfort and convenience facilities will be within several hundred feet, including flush toilets, showers, trash disposal, play areas, and walking paths. Forest Service development scale: between 4 and 5 (rural and urban).

C. Core Facilities

The core of the Park will include all of the facilities necessary to sustain and manage a full service recreation area and particularly to meet the requirements of ATV enthusiasts. The core area will include facilities for Park management functions such as a gate house, rules enforcement, first-aid/safety services, rider training and education, Park management, administration, and security, vehicle maintenance shop, signage shop, and trail maintenance equipment storage.

Visitor services located in the core area will include parking, public toilets, showers, laundromat, convenience store, ATV wash-off, sewage disposal station, informational and directional kiosks, beach area, boat landing, canoe rentals, walking path trailhead, picnic areas and covered pavilions.

D. Other Uses of Trails in the Park

Jericho Mountain State Park is intended to be used by many user groups. With respect to motorized vehicles, there is a limit on the size and weight whereby a vehicle is classified as an ATV. Although this is a State Park, and the trail system may be used by any person, there are certain restrictions whereby the State must protect users from potential injury while limiting the State's exposure to liability. Also, there are limitations to the practical aspects of mixing some uses with the predominant user, the ATV enthusiast; some uses are simply not compatible with the presence of a large number of ATVs. Park management will need to monitor and

perhaps regulate the mix of users wherein the goal is to try to accommodate as many different users as possible without compromising safety and liability.

E. Signs and Trail Markers

Proper signage is a critical component in the development of a user-friendly and safe trail network. Maintenance of the signs will be an almost daily requirement. There should be a signage shop located within the Park maintenance shop.

The NH Trails Bureau has created an ATV trail signage program. A copy of this is shown in ***Appendix X***. A copy of a more extensive trail signage program from the Hatfield-McCoy trail system in West Virginia is also shown in ***Appendix X***. The Hatfield-McCoy examples show a good approach to use for materials and trail marker design. The State of Wisconsin Department of Natural Resources also provides some excellent guidelines and standards regarding trail signage.

IV. THE ATV PARK MASTER PLAN

The Jericho Mountain State Park ATV Master Plan reflects several guiding principles relative to the creation of a state-of-the-art, user-friendly, intensive use area that will satisfy the rapidly growing demand for OHRV opportunities in New Hampshire and the northeast region. The guiding principles for the creation of this master plan are:

- The overall goal is to provide an all-inclusive, user-friendly facility that will attract OHRV enthusiasts from within New Hampshire as well as from out of State.
- Although the Park is primarily planned as an ATV park, trails and facilities will be designed for many different users, motorized and non-motorized, as well as individuals and families, leisure and aggressive riders, and day and overnight visitors.
- High quality overnight camping facilities will provide an opportunity for visitors to extend their stay in the area while exposing them to the natural beauty of the Jericho Lake site.
- The Park will become the hub of North Country OHRV activity. As such it will have wide spread economic benefits to the local and regional economies.

With these principles in mind, Horizons Engineering has created the following master plan.

A. The Trail Development Plan

The Trail Development Plan has identified significant utilization of the approximate 7,500 acres of land in the Park. Although the proposed trail system represents a fairly intense use of the property, in order to preserve some sense of solitude for riders we have attempted to keep trails a minimum of 500 feet apart from one another. There are several instances where trails are as close as 200 feet due to land use constraints, topography, etc.

The map on the following page identified as ***Figure 4*** *(Overall Site and Trail Layout)*, illustrates the proposed trail system layout, the location of the core area, and the potential link to other out-of-park trails.

1. Maximum Mileage Assessment

The full build out of the trails system is approximately 136 miles within the Park, including the 9 miles of trails with easements currently in place, the 1 mile junior ATV trail, the 4.5 miles of 4 X 4 trail, and the 5 miles of mountain bike/ATV trail. It should be noted that the plan for the full build out of trails is not in compliance with some items in the fine filter criteria of the current New Hampshire Statutes, Chapter 215-A:42 and 43. This matter is described in more detail in Section IX of this report.

2. Levels of Difficulty

The trail system is characterized by varying levels of difficulty according to the design criteria described earlier in this report. The break down of trail mileage is:

Green trails	27 miles
Blue trails	90 miles (includes easement trails)
Black trails	9 miles
Mtn. bike/ATV trail	5 miles
	131 miles
Junior trail	1 mile
4 X 4 trail	4 miles (similar to black ATV trail)
Total	136 miles

3. Distribution of Levels of Difficulty

Of the 136 miles of ATV trails, the distribution of difficulty levels are:

Green trails	20%
Blue trails	70%
Black trails	10%

Overall, we believe that this distribution of difficulty levels is representative of market demand. There will, of course, be a range of difficulty within each category and some people may interpret the descriptions of difficulty level differently than others, therefore it will be important for Park management to educate riders on the meaning of the categories and to the fact that trail conditions change with weather, the time of year, the degree of maintenance, and variations that exist due to the natural features of the land.

4. Trails System and Park Comfortable Carrying Capacity, (CCC)

As mentioned in the section covering Design Criteria, we have made assumptions of trail density, riders per mile, in order to determine the comfortable carrying capacity of the trails system. The CCC is used throughout the master planning process to establish the size and parameters of other Park facilities such as parking, critical access trails, and visitor facilities in the core so that all elements of the Park are in balance.

The CCC figure is also a significant factor in the economic models as it establishes the size of the business (in terms of average and peak visitation), the potential business volume that may be expected, and ultimately the costs to operate the business.

The trail system CCC calculation for the Park has been determined as follows:

Green trails	3 ATVs per mile X 27 miles	= 81 ATVs
Blue trails	3 ATVs per mile X 90 miles	= 270 ATVs
Black trails	7 ATVs per mile X 9 miles	= 63 ATVs

Bike/ATV	3 ATVs per mile X 5 miles	= 15 ATVs
Total trail system CCC		429 ATVs

The Trail CCC figure represents the total number of ATVs that may be using the trail network at any given time; typically on busy days. ATVs that are actually on the trail system are considered active riders. It is appropriate to assume that there will also be a number of inactive riders, who at any given point in time, are in the Park but not on the trails. They may be resting in the core or in the campground, in the viewing areas, relaxing at other amenities in the core, etc. Empirical studies of other recreation facilities point out there may be an additional 25% inactive riders over and above the number of active riders; this would bring the total number of ATV enthusiasts (active and inactive riders) using the park to 536 people.

Trail CCC, Active riders	429 ATVs
Inactive riders, 25% Trail CCC	107 ATVs
Total Park Capacity CCC	536 ATVs

Empirical studies also point out that on a limited number of peak days the facility may exceed the Park CCC by as much as 25%. After that, management may need to consider closing the facility to additional visitors or, over time, the market place (especially local people) will realize that there are certain days when it is going to be very crowded and they may choose to stay away from the Park or enjoy some other activity on those particular days.

Under the assumption that the Park facilities will be able to accommodate a number of peak days wherein the total Park CCC is exceeded, the Park facilities must be master planned to handle these peak conditions.

Total Park CCC	536 ATVs
Peak day visitors, 25% of Park CCC	134 ATVs
Total Park, Peak Day Visitors	670 ATVs

Furthermore, it is understood that there will be some visitors to the Park who will not be ATV enthusiasts. They may be there to use the beach area, to go fishing, boating, walking, sight-seeing, etc. Some of these visitors will be staying in the campground (in which case their requirements for parking and infrastructure utilities will have been designed into the campground facilities), however some of these people will be day visitors therefore parking and infrastructure utilities must be designed to handle these visitors as well. Assuming that there may be 50 people visiting the Park that are not ATV enthusiasts, this will bring the total number of visitors, ATV and non-ATV users, to 720 (670 ATVers + 50 non-ATVers = 720 total visitors).

In summary, the total number of visitors that may be in the Park on a peak day is 720. Parking and infrastructure utilities within the Park must be designed to handle this peak demand.

5. Critical Access Trails

- There are 4 critical trunk line trails leaving (and returning to) the core area.
- Assume that on average a group of 4 ATV riders leave (or return to) the core every five minutes.
- Therefore, 12 groups of 4 ATVs leave the core in an hour; 48 riders will leave the core per hour per trunk line trail; in a 2 hour period 96 ATVs will leave or return to the core per trunk line trail; round this to 100 ATVs per 2-hour period
- Over the 2 hour period and given the 4 trunk line trails, 400 ATVs may leave or return to the core

6. Special Use Trails

There are several designated types of trails for uses other than ATVs. There are few restrictions on who may use these public trails, yet for all practical purposes the Bureau of Trails, the Fish and Game Department, and the host club will need to coordinate with various user groups to determine the appropriate way to manage the Park and satisfy the majority of user groups. Inevitably, the use of the Park will evolve quickly over the initial years to the point where there is a cohesive, user-friendly management plan and representatives from the various user groups will work closely with management to help meet their special needs.

Some of the proposed other uses of the trail system are as follows:

- Jeep/4 wheel drive vehicles – A specific area near the core has been designated for this type of OHRV consisting of a 4.5 mile loop. This trail will be constructed to challenge the user and his vehicle with areas to avoid or bypass obstacles that are too aggressive or difficult for the vehicle. As there is no state-wide fee structure for this type of vehicle (and they do not meet the definition of an OHRV as stated in RSA 215 A:43.IV), a daily fee will be required to use this area of the Park to offset the maintenance of such a trail system. An area club should be created to also help in the maintenance and patrolling of such a trail system. Horizons recommends that the State consult with representatives from this user group to help design and construct the loop. ATVs will be allowed on this trail if they choose.
- Gravel pits – There are several existing gravel pits within the Park. These pits may be used for two and four wheel riders seeking a confined area to do motocross, hill climbs, tight turns with speed bumps, etc. The State will not, however, permit large jumps and so called extreme riding. Park management and the host ATV club will monitor the activities in the gravel pits.

- Junior Trail – A one mile trail loop is planned to be near the campground in order to provide a place for young riders on ATVs or trail bikes no larger than 80 cc to practice and play under the supervision of parents. Its proximity to the campground will enhance its value as an added amenity to the Park.
- Educational area – A 100' X 300' relatively flat area has been provided within the core area to provide a place for rider training, safety education, riding demonstrations, etc. The host club or Fish and Game Department may find that there are times when the Junior trail could also be used for training/educational purposes.
- Mountain biking (non-motorized) – As mentioned earlier, the US Forest Service would like there to be access from the Park to an area of the Forest west of the Park known as the Bog Dam Road. The US Forest Service does not allow motorized vehicles on their land yet they encourage access for non-motorized biking, hiking, etc. The master plan shows a mountain bike trail (that where it is still in the Park may also be used by ATVs) which departs from the core area to provide access to the Forest Service land to the west.
- It has been suggested by the NH Musher's Association that many of the green trails/logging roads would be great for dry-land training in the summer. Musher's use ATVs as tools for training the dogs and a team of dogs would train on approximately 15 miles of trials at a speed of about 10 mph. Given that Musher's are using an ATV as part of the training, we do not anticipate a conflict with other ATV riders. It has been suggested to designate specific trails and a certain time of day and day of week when training would be allowed on those trails. The Park may also be an ideal place to hold winter events for dog sledding.

B. Campground Master Plan

As discussed in the section covering Design Criteria, the campground and related amenities are an integral component of the Jericho Mountain State Park. The goal of the integrated trail system and campground is to create a unique setting and experience for the enjoyment of OHRV enthusiasts. The end result of the integrated campground, trail system, and core amenities will be an attraction that will entice visitors to stay for several days while enjoying the Park itself as well as the surrounding attributes of New Hampshire's North Country. It is very likely that this unique State Park will become a significant attraction for visitors throughout the northeast as well as other parts of the country.

The master plan identifies a campground development concept that is intended to satisfy a wide range of user preferences for a quality outdoor experience. The concept plan identifies a limited number of remote camp sites that are accessible only by ATV, mountain bike or on foot, including two sites on small islands that will be accessible only by canoe or boat, as well as a significant number of drive-to camp

sites that will accommodate tents, pop-up trailers, and large RV's. All drive-to sites are designed to handle vehicles hauling trailers with ATV's or other OHRV's. Important aspects of the campground concept are the adjacent amenities and activities within the core area of the Park, including the junior riding trail that is within walking distance of the west side of the campground, walking paths around Lake Jericho, the beach and picnic areas with covered pavilions, the availability of showers, a general store, ATV wash off facilities, etc.

The Core Area Concept Plan on the following page shows the following breakdown of camp sites and the relationship to surrounding amenities.

26	Remote sites with limited access
81	RV sites with water and electric hookups
93	Tent/Pop-up trailer/Truck camper sites
200	Total sites

Figure 5 illustrates the Core Area Concept Plan for the Park.

Assuming that each camp site would be capable of accommodating (and be limited to) four to six people and four ATV's, the full capacity of the campground will be 800 to 1200 people. This is greater than the Trail System and Park Comfortable Carrying Capacity noted above, however it is unlikely that the campground will have more than 800 people staying there at one time and not all campers will be OHRV riders.

The tent/pop-up camp sites and the RV camp sites are both located in pods to the north of the lake on gently rising land with no apparent wet lands or streams to deal with. Slopes are in the order of ten percent which is conducive to camp site development and drainage as well as road construction. The two types of camping pods are each located around a distinct one-way loop road as shown on the Core Area Concept Plan.

Camp site roads are proposed to be eighteen feet wide constructed of a bank run gravel base and crushed gravel surface with appropriate drainage ditches on the uphill side and vegetation up to the road edges.

Each camp site pod will have two separate washroom facilities and one of these facilities in each pod will have showers for campers to use. Each campsite pod will also have a playground area with children's play equipment, horseshoes, volleyball, etc.

The camp sites themselves will be constructed according to United States Forest Service standards, with adjustments in size made to accommodate the fact that visitor's vehicles will be towing trailers. The tent/pop-up sites will have a gravel surface parking space, a soft surface tent area, a fabricated metal cooking stove, and a camp fire pit. Firewood and ice will be available at the general store.

Figures 6 and 7 on the following pages illustrate a typical tent and RV camp site.

C. Core Area Facilities

The core area of the Park is planned to be a multi-purpose area with facilities for Park management and maintenance, visitor services, and Park amenities. As emphasized in other sections of this master plan, Jericho Mountain State Park is more than simply an ATV trail system and more than a State camp ground, it is an integrated recreation complex with a focus on the lake, the trail system, the camping and family recreation opportunities, and to serve as the hub for access to other North Country attractions. With this goal in mind, core area facilities have been planned to accommodate a high level of visitor interface for a high quality experience.

1. ATV Rider/Visitor Facilities and Services

Within the core area there will be the following facilities to manage and operate the Park and to satisfy the needs of visitors.

- Main Gate House – An entry feature/gate house will provide visitor information, issue passes and collect fees, and provide directions to users on how to access the Park's facilities.
- Main Parking Lot– A total of 160 parking spaces will be available in a new parking lot to the northeast of the existing parking lot; the 160 spaces at 10'x 46' will be double length to accommodate a vehicle and trailer. There are up to eight load/unload ramps positioned within the parking lot. The parking lot does not need to be paved; a well-drained gravel surface will be sufficient.
- Beach/Day Use Parking – An additional 30 spaces are provided near the beach/day use area for the use of non-ATV day visitors.
- Lake Jericho – This 120 acre pristine lake has awesome views and a natural shoreline that will be attractive for non-motorized canoeing and boating. There is a beach for swimming, there is good fishing in the lake, and the natural beauty of the scenery will be attractive for leisure boating.
- Boat Ramp – The existing boat ramp/landing area should be upgraded. Vehicles towing boat trailers should store their vehicle and trailer in the main parking lot after unloading.
- General Store – A 2,500 square foot general store will provide deli-type food to go, other food and convenience items, small repair, convenience, and clothing items related to ATV use, trail maps, etc. It is likely that the State will construct and own the building while choosing to lease the operation of the general store to an outside concessionaire.
- Public Washrooms, Showers, and Laundromat – The core area will have public restroom facilities plus pay-per-use showers and a Laundromat. The footprint of the washroom and laundromat building is about 20' x 40' or 800 square feet. The public washroom facilities should have the following number of toilets, urinals and wash basins:

	Toilets	Urinals	Wash Basins
Men	3	3	4
Women	6		6

- Park Administration Building – This will be a multi-purpose building that may have a rustic character similar to the Park Headquarters building at Cannon Mountain/Franconia Notch State Park. The total square footage of this two-story building shall be in the order of 7,820 square feet (rounded up to 8,000 square feet). The following services and functions will be in this building:
    - Visitor/Welcome Center 300 SF
    - Public Washroom (ADA compatible) 70 SF
    - Offices, 4 400 SF
    - Staff Room 450 SF
    - Class Room 1,200 SF
    - Storage 300 SF
    - Maintenance Shop 5,000 SF
        - 4 work bays
        - Signage Shop
        - Parts and Equipment Storage
        - Employee Washrooms
    - Total Square Footage 7,820 SF
- ATV Wash Station – A three-bay, coin operated, low volume/high pressure wash station will be available for visitor's use. Due to environmental permitting requirements a sealed collection tank will be necessary. The tank will need to be emptied at regular intervals.
- RV Waste Disposal Station – RV campers will use this sewage disposal station. Sewage will be treated in the same subsurface system that is designed to treat sewage from the other core area facilities (as shown on the Core Area Concept Plan).
- Beach, Boat Landing and Picnic Pavilion Area – The core area will have a large, well landscaped area for visitors to use the beach, the boat landing and the picnic areas. A number of covered pavilions will be available for groups to rent or for use by the general public.

2. Educational Facilities

There is a well established goal within the New Hampshire Division of Parks and Recreation that there should be appropriate measures taken to ensure adequate OHRV rider education and safety training. A portion of OHRV registration fees are dedicated for this purpose and the New Hampshire Fish and Game Department is responsible to implement safety education programs. To this end, the master plan identifies classroom space in the Park Administration Building to hold 25 to 30 students at one time for safety education. Additionally, the master plan shows an area roughly the size of a football field that would be used for rider training. Although it is further from the core area, the Junior riding trail may also be used for rider training, particularly for young riders.

Figure 8, Central Core Area Concept Plan, on the following page shows the placement and composition of the key elements of the central part of the Park core.

V. MANAGING THE PARK

A. Participating State Agencies

B. The Host Club

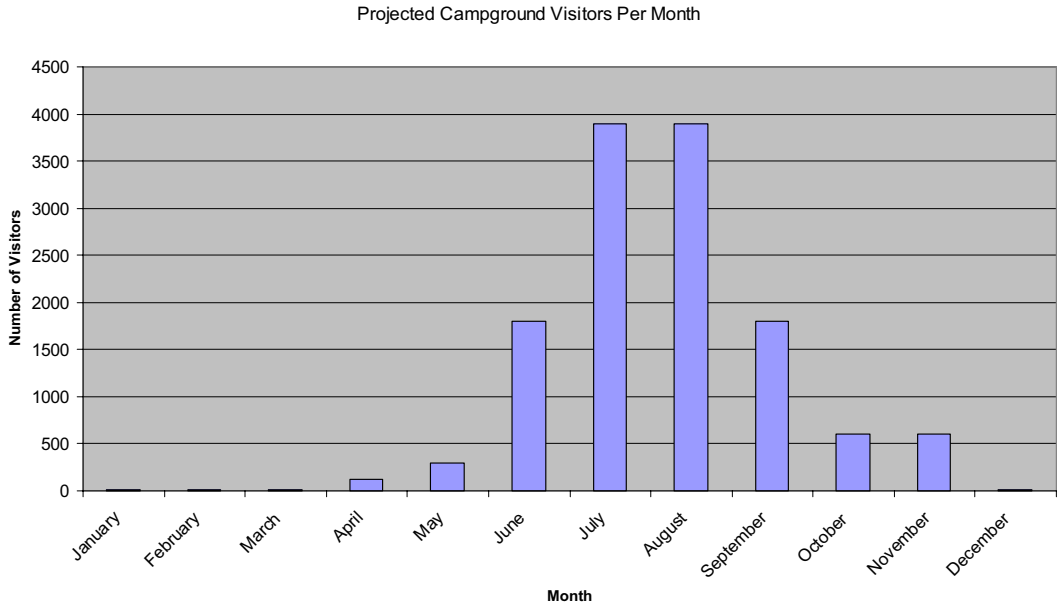
Also in August 2006, the State entered into a Memorandum of Agreement for Trail Monitoring and Maintenance with the Androscoggin Valley ATV Club (The Club) whereby The Club will act as the host club for the Park.

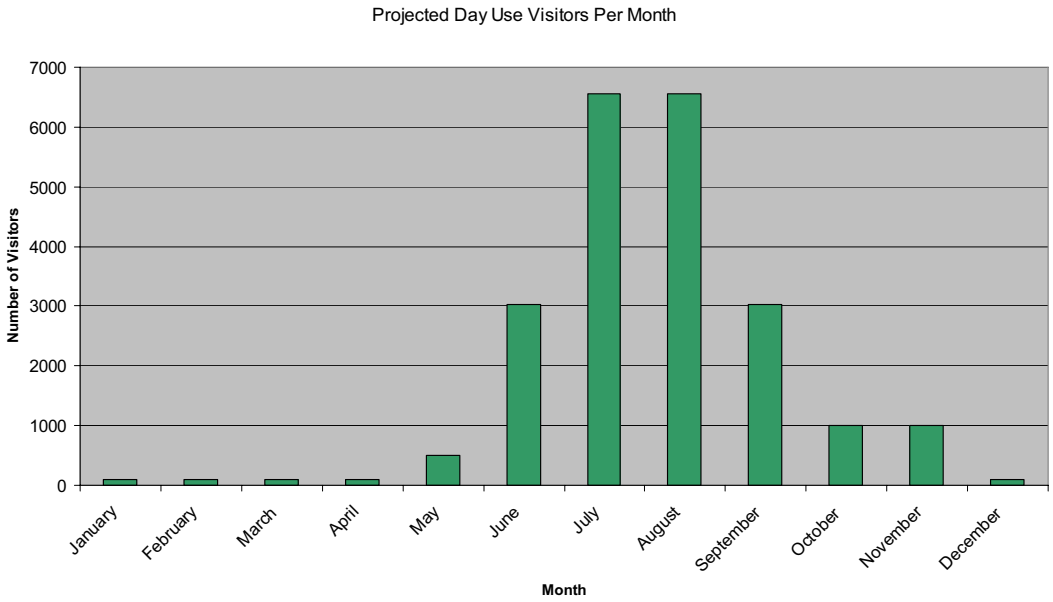
The Memorandum of Agreement assigns certain rights and responsibilities to The Club for a three year renewable period. In summary, the rights and responsibilities of the host club as identified in the Agreement are:

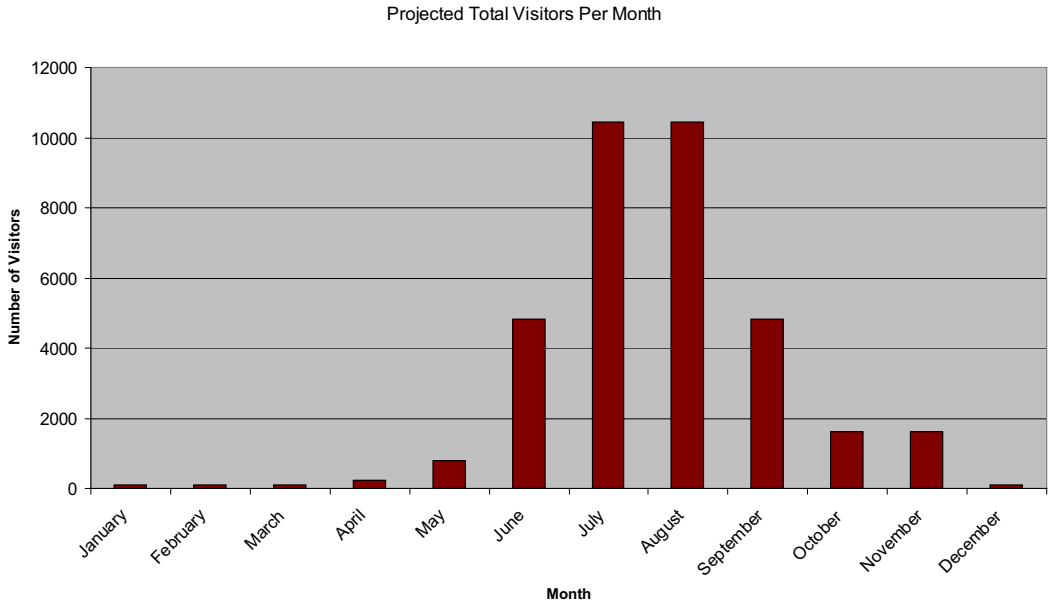
- To work cooperatively with the State in providing and maintaining an environmentally-sound, safe, functional, attractive, and user-friendly OHRV trail system.
- Exclusive rights to operate, manage, maintain and use, and to uphold the public right to use the trails, all in cooperation and coordination with the State.
- The trails will be open for OHRV seasonal use during the period May 23rd, or after continuous snow cover has melted, subject to closure as described in the Agreement. The trails are open to public use for non-motorized uses and are not limited to exclusive use by The Club.
- The Club shall work cooperatively with the State to mitigate the impact of the trails on natural resources and other uses of the property.
- The Club shall assist the State in maintenance of the trails and may apply for Grant-in-Aid funds for projects. The Club shall use best management practices as described in *Best Management Practices for Erosion Control during Trail Maintenance and Construction.* See ***Appendix X***.
- The Club shall monitor trail use in cooperation and consultation with the State and communicate with users of the trails to promote public safety and ensure that ecological conditions are not substantially diminished by OHRV use.
- The Club will submit to the State an annual Trial Maintenance Work Plan.
- The Club will conduct an OHRV User Education program as prescribed by the State, known as the *Volunteer Trail Patrol Program* (See ***Appendix X***).
- Prior to designated use of the trails, the state shall mark the trails in accordance with the *Trail Signing Handbook; Guidelines for Signing Wheeled OHRV Trails* (See ***Appendix X***).

C. Park Operations

It is anticipated that upon full build-out, Jericho Mountain State Park will be operated as a year-round facility. Peak visitor volume will occur during the summer months of July and August, with visitation falling off in the spring and fall. It is likely that as winter recreation activities such as snowmobiling, ice fishing, and limited winter camping, the Park will still receive a small number of visitors during the off-season. Depending on weather conditions, the lowest traffic period will occur during the early to mid spring immediately following the close of the snowmobile season but before the ATV trail network can be opened. An estimate of Park visitor volume by month has been prepared for use in the Park financial models based on an assumed utilization percentage of the projected comfortable carrying capacity of the trails and the maximum occupancy of the campground. The models indicate that average monthly visitor volume will reach 65% of the facility's capacity during the peak months of July and August.







The average total daily visitor volume will vary widely, with the campground and trail system reaching and potentially exceeding their comfortable carrying capacity during busy summer weekends. Mid-week days will see lower visitor traffic.

D. Staffing and Operations

The trend of daily visitor volume is expected to closely mirror that of existing New Hampshire State Parks. Therefore, campground and core area staffing needs will closely follow those of similar State Parks with the exception of the particular needs of the ATV trail system.

Using data from Pawtuckaway State Park, the closest analogy to the Jericho Mountain facility identified in the New Hampshire State Park system, it is anticipated that a total of approximately 30 part time seasonal staff members will be required to operate the campground and core area during peak visitation periods. These staff will likely work an average of 20 hours per week each. Staffing will include positions for lifeguards, security, maintenance, housekeeping, and administration. All core area operations, with the exception of the general store, will be completed by in-house staff. It is our opinion that the general store should be operated as a private concession, and therefore will be staffed by an outside vendor. A total of 2,400 part-time staff hours per month are anticipated during the peak summer season. A minimal number of part time staff will be required during the off-season, including the winter months. As such, approximately 5 part time staff working 20 hours a week may be required for the off-season, resulting in a total of 400 part-time staff hours per month.

Additional dedicated staff will be required to maintain the ATV trail network. As such, a total of four full-time seasonal staff members working approximately 640 staff hours per month are budgeted for trail maintenance. Seasonal trail maintenance staff will be required from snow-out in late April or early May through October. Only minimal trail maintenance is expected during the period from late fall through early spring.

In order to coordinate operations in both the core area and trail network, two management positions will be required. A senior Park Manager will manage overall operations at the Park including those of both the trail network and general core area. An assistant manager will be needed to focus solely on operations of the campground and core area facility. Both are expected to be full-time, year-round positions with benefits.

E. Enforcement of Rules

VI. CAPITAL COST AND PHASING

A. Opinions of Construction Cost

Engineering opinions of cost were prepared for each of the proposed infrastructure items associated with the development of Jericho Mountain State Park. The opinions of cost were developed using recent bid-based unit costs for similar infrastructure projects, along with information provided by NHDRED and numerous vendors. Where possible, costs are represented in a unit form (i.e. per mile of trail, square foot of building, individual camp site, etc.).

The opinions of cost are represented in today's dollars, and a 15% contingency was built into each opinion of cost in an attempt to account for unanticipated site and economic conditions at the time of construction. The opinions of cost are intended to be used for planning purposes and do not represent actual quotes from vendors and/or contractors. Also, these costs assume that contracted labor and materials are used for construction of the entire facility, including the trail network, i.e. volunteers and internal labor forces have not been considered..

Opinions of cost were developed by grouping related buildings, improvements, and infrastructure items together. These groups are summarized as follows:

Site Work-Includes construction of access roads and parking;

Utilities-Includes construction of the water system (well, pump house, and storage tank), water main to the buildings and campground areas, wastewater disposal systems (3 total), and electrical service;

Buildings- Includes construction of the Gate House, Administration/Shop Building, General Store, Restrooms and Showers, and Picnic Pavilions;

Camp Sites- Includes construction of the RV, Tent, and Remote campsites;

Miscellaneous – Includes improvements to the beach area and construction of the playgrounds and a modular 3-bay ATV wash station; and

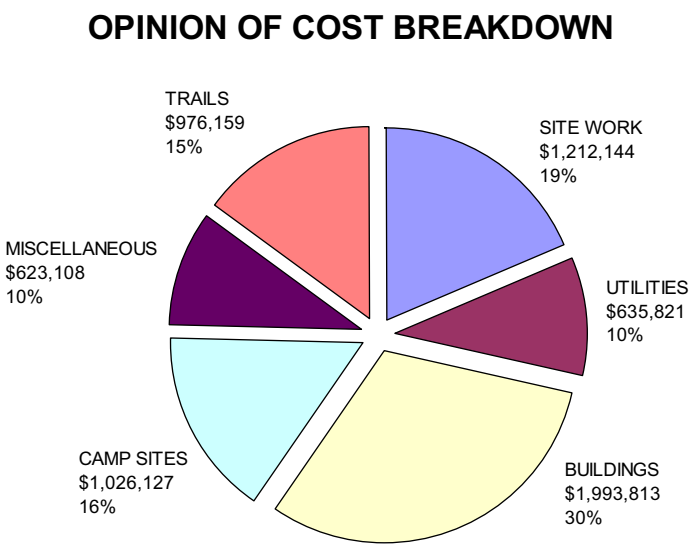
Trails- Includes upgrade of existing roads to green trails, and construction of new blue and black trails and four trail-side picnic areas.

The Opinions of Cost are summarized as follows:

Item	Opinion of Cost for Construction (rounded)
Site Work	$1,212,000
Utilities	$ 636,000
Buildings	$1,994,000
Camp Sites	$1,026,000
Miscellaneous	$ 623,000
Trails	$1,127,000
TOTAL OPINION OF COST	**$6,618,000**

A detailed breakdown of all sub-items contained in each item is presented on the Opinion of Cost Construction Cost Summary and Phasing Sheet, appended for reference. Individual Opinions of Cost for each of the project items are also appended for reference.

The percentage of cost of each of the sub groups is summarized in the chart below:



B. Construction Phasing

Due to the significant size and cost of the overall project, it would not be practical to construct all aspects of the project during one construction season. Therefore, a five-year phasing plan has been developed. This plan focuses on construction of the primary attractions to the Park, including the trail network and camp sites and the less capital-intensive areas of the campground, early in the process. Other amenities that add to the experience of the facility but that are considered lesser priorities are proposed later in the construction schedule. In addition, focusing on the trail and campground construction first allows park revenue to be maximized through the build-out process. The proposed 5-year phasing plan is as follows:

Year 1 – As will be discussed further in Section IX of this plan, current NH Statutes limit total allowable trail construction to approximately 70 miles. Also, significant engineering, design, and permitting will be required for construction of the roads, parking, and utilities. Therefore, only minor temporary improvements such as a temporary field office and equipment area are proposed along with the trail construction for the first year. The costs for temporary improvements are not reflected in the capital construction costs, but are included in the financial models outlined later on in Section VII of this plan.

Proposed construction projects and associated costs (rounded to the nearest $1000) for year one is as follows:

Project Item	Opinion of Cost for Item
Approximately 33 miles of new Blue Trail, 4.6 miles of mountain bike trail, 2.8 miles Of new Black Trail, and upgrade approximately 15 miles of existing logging road to Green Trail	$ 423,000

Total Opinion of Cost Year 1 - $423,000

Year 2 – During Year 2, the construction of critical infrastructure items is proposed along with a complete build-out of the trail network and remote campsites. In addition, partial construction of the tent and pop-up camper sites is proposed. Proposed construction projects and associated costs (rounded to the nearest $1000) for year two are as follows:

Project Item	Opinion of Cost for Item
Remaining Black Trails and Blue Trails	$ 622,000
All campground roads and parking	$1,212,000
Water system and Core Area	
Wastewater system and electrical service	$ 217,000
Gate House and Core Area	
Restroom building	$ 127,000
Approximately 26 remote campsites	$ 234,000
and 47 tent/pop-up camper sites	
Core Area playground	
	$ 148,000

Total Opinion of Cost Year 2 - $2,560,000

Year 3 – Year 3 is proposed to include continued expansion of the campground through complete build-out of the tent/ pop-up camper sites, along with construction of the Administration Building and pavilions. Year 3 is also proposed to include the completion any necessary upgrades to the beach area, and construction of an additional playground in the campground area. Proposed construction projects and associated costs (rounded to the nearest $1000) for year three are as follows:

Project Item	Opinion of Cost for Item
Water main, electrical service and wastewater system for the tent/pop-up camper site area	$ 245,000
Administration Building, additional restroom buildings, and all pavilions	$1,368,000
Remaining 47 proposed tent/ pop-up camper sites	$ 123,000
Beach upgrades and one campground area playground	$ 98,000

Total Opinion of Cost Year 3 - $1,834,000

Year 4 – Year 4 construction includes total build-out of the campground including the RV sites and associated bathrooms and playground. Year 4 is also proposed to include the construction of the trail-side rest areas. Proposed construction projects and associated costs (rounded to the nearest $1000) for year four are as follows:

Project Item	Opinion of Cost for Item
Complete infrastructure build-out to RV site area	$ 176,000
RV area restroom buildings	$ 126,000
All RV campsites	$ 669,000
RV area playground	$ 61,000
Trail-side rest areas (4)	$ 81,000

Total Opinion of Cost Year 4 - $987,000

Year 5 – Year 5 construction includes the completion of the entire Jericho Mountain State Park facility. Major items include construction of the store and ATV wash. Proposed construction projects and associated costs (rounded to the nearest $1000) for year five are as follows:

Project Item	Opinion of Cost for Item
General Store building	$ 374,000
Wash station	$ 316,000

Total Opinion of Cost Year 5 - $690,000

VII. ECONOMIC MODELS

In order to assess the financial viability of the proposed Park facility, conceptual operating income and expense models were prepared based on potential revenue streams associated with the proposed Park, and estimated expenses associated with the operation and maintenance of the Park core area and trail system. The models were constructed using existing financial information from Pawtuckaway State Park as a base. As the Pawtuckaway State Park campground is similar in size to the proposed Jericho Mountain facility, it appears that operational parameters, including fee structure and operating costs, would be similar.

While the Park is anticipated to be primarily a warm-weather destination, the models were structured assuming year-round operation. Individual financial models were developed for each of the five years of phased Park build-out. The models assume that all construction costs will be directly allocated to the Park in the form of commercial financing, and that the Park operations will be solely responsible for service on this debt. Capital costs are represented in the first five years of operation only as interest expense for cumulative construction costs for each year. A sixth model was constructed that represents operation beyond the five-year construction period through year 10 of the Park's operation. The Year 6-10 model includes interest expense and capital amortization based on commercial financing terms, including a 20 year loan for core area and trail construction financed at 7.5% annual interest. The interest to capital expense ratio is represented in the model as the ratio in the first loan payment and does not vary during the modeled year. The loan expense was represented in this manner in an attempt to slightly simplify the model and provide a consistent expense each operating month. Overall, the financial models are represented in today's dollars and do not account for inflation. **The six individual annual operations models are appended for reference.**

A. Revenue and Expense Assumptions

Each annual model was constructed using anticipated revenue and expense criteria. The models were constructed with as much detail as practical in an effort to best represent actual Park operations. However, the actual operational costs are likely to be highly variable. Therefore, while budget numbers for items such as heating fuel, insurance cost, electricity, etc. are included in the models, these costs are only best estimates and will likely deviate during actual operation of the park.

1. Trail Revenue Sources

Models assumed that approximately $50,000 in grant/aid would be available on an annual basis from NHDRED. However, the models assumed that no additional

revenue would be generated by the registration of ATVs and trail bikes. Other trail-related revenue sources that were identified include the following:

4x4 Vehicles – Based on research, it appears that significant trail-related revenue could be generated by allowing 4x4 access to a portion of the park. The financial models were therefore constructed assuming that 4x4 access would be allowed on a day-use fee basis. Research on existing pay-for-use facilities and input from the 4x4 community suggests that a day use fee of approximately $25 per vehicle would be acceptable.

Special Events – Because of the diversity of the park's terrain, it likely will be a desirable location for numerous organized motorized and non-motorized events such as trail bike and ATV races, snowmobile events, 4x4 rock crawling competitions, mountain bike races, and numerous other activities. As such, revenue from these events was included in the trail operation budget. Based on research, it appears that the facility could expect to receive in the range of 10%-50% of the total gate fees, depending on the size and type of event. As such, several small, medium, and large-scale events were incorporated into the operating model at an assumed ratio of 20% of the total gate revenue, with an average gate fee of $15.

Industry Sponsorship – Several attempts were made to contact major companies in the ATV industry regarding possible sponsorship at the Park. Results of these attempts yielded only one response. The responding manufacturer's representative indicated that trail-related grants are available, but are typically awarded to clubs. As such, corporate trail sponsorship was not included in the operational model.

2. Park Revenue Sources

Numerous park-related revenue sources were identified and incorporated into the model. These sources included major and minor revenue streams typically associated with campground operation, as well as opportunities directly related to the motorized focus of the Park:

Camp Sites- The most significant revenue source for the entire Park is anticipated to be the campsites. Campsite fees were established for the park models based on current fees at other existing NHDRED Parks. As with other DRED facilities, premium fees are proposed for remote sites and sites with RV hookups. Total fees from camp sites were modeled on a monthly basis using assumed average monthly occupancy rates for the campground. The occupancy rates were developed based on industry standards.

Facility Entrance Fee – As with other NH State Parks, an entrance fee is proposed to access the Park. For the purposes of modeling the finances of the Park, it is assumed that all persons that access the Park, regardless of whether they are parked at the core area or enter via ATV, trail bike, or other means will be required to pay the entrance fee. It is not specified in the model how these fees would be collected, and how this policy would be enforced. At this time, a fixed fee of $5 per entrant (this fee is waived for campground occupants) was included in the financial models. The number of entrants was modeled on a monthly basis using an estimated percentage of an anticipated utilization of the trail system comfortable carrying capacity and campground occupancy.

Concession – It is anticipated that due to the relatively high volume of traffic that is projected for the core area of the Park, a convenience store and deli would generate reasonable revenue and would likely be profitable. As the operation of such facilities is relatively specialized, the financial models assume that a store building would be constructed, but operation of the store would be offered as concession. The model therefore includes a concession agreement based on monthly rental fee plus 10% of store profits.

ATV Wash - Due to the relatively high volume of ATV traffic anticipated at the core area of the Park, an ATV wash facility is proposed. The profitability of such as wash station appears to be somewhat limited due to high operational costs. However, the presence of such a facility would likely represent a desired amenity and therefore one was included in the financial models. Revenue from the ATV wash was modeled as a fixed fee per wash. The number of washes was assumed to be 20% of the average monthly capacity of the Park.

Park-Related Rentals and Minor Fees – Several minor revenue sources were identified in association with the operation of the campground and beach area. Such sources that were included in the financial models include pavilion rental, canoe and kayak rental, and bath house revenue. These fees were modeled based on a percentage of the anticipated occupancy of the Park campground.

3. Trail Expenses

For the purposes of the financial models, it was assumed that all expenses related to the maintenance of the trails within the Park would be the financial responsibility of the Park. As such, a staff of four full-time seasonal employees was included in the model to maintain the trail network, along with cost items for supplies, equipment, and shop related items. In addition, an expense item for a heavy equipment subcontractor was included for the peak operational months for major trail repairs. No volunteer maintenance of the trail network is included in the models. While it is likely that the volunteer effort will be relatively significant, this effort could not be quantified at this time and therefore was not included. Also, no enforcement costs were included in the models. It is assumed that trails enforcement will be completed within the current registration fee allocation without resulting in direct cost to the Park or trail network.

The required staffing and related expenses were developed using information provided by various sources including ATV user groups and contractors. In addition to maintenance-related expenses, line items for interest expense (all models) and capital amortization (6-10 year model only) were included to account for trail construction financing, if it is required.

4. **Park Expenses**
   General operational expenses for the Park were included in each of the operational models in proportion to the projected occupancy of the Park based on the number of available campsites and miles of trail open for use for each of the model years. Individual expenses were included based on a pro-rata of expenses recorded for Pawtuckaway State Park. Additional expenses were also added to account for the increased size of the facility, and additional amenities. Also, as with the trail expenses, interest expense only was included in the 5 construction year models, and both interest expense and capital amortization were included in the 6-10 year model.

B. Model Results

Model results indicate that both the Park and trail network will experience an operating loss during the construction phase. This is entirely the result of the high capital costs required early on in the phased construction program, and low revenue generation during the same period. The year 6-10 model, which is considered to represent the operation of the Park following full build-out, also indicates an annual operating loss. This loss is solely a result of the inclusion of construction financing costs in the operating budget. **The six individual annual operations models are appended for reference.** A summary of the revenue and expense models by year is as follows:

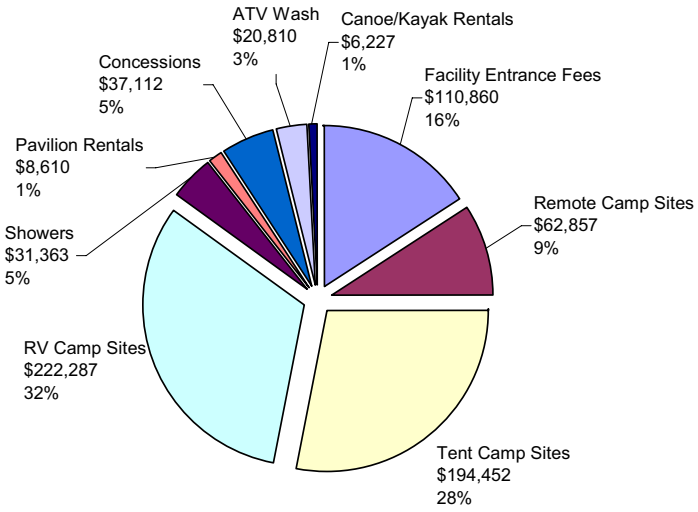
REVENUE AND EXPENSES	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEARS 6-10
Park Revenue	$4500	$164,579	$335,103	$486,431	$692,248	$694,578
Trail Revenue	$52250	$56,563	$112,250	$112,250	$112,250	$112,250
Park Expenses	$227,298	$480,855	$823,544	$823,544	$882,094	$1,006,438
Trail Expenses	$119,399	$201,910	$188,470	$189,842	$189,842	$261,315
A - Net Gain (Loss)	($289,947)	($461,623)	($564,661)	($414,705)	($267,438)	($460,924)
B - Net Gain (Loss)	($289,947)	($237,982)	($126,180)	$29,865	$228,883	$174,296

*Notes: Net Gain A includes interest expense for all years and capital expense for Year 5 and 6-10 Trail Expenses and Year 6-10 Park Expenses only. Net Gain B does not include any interest cost or capital expense.

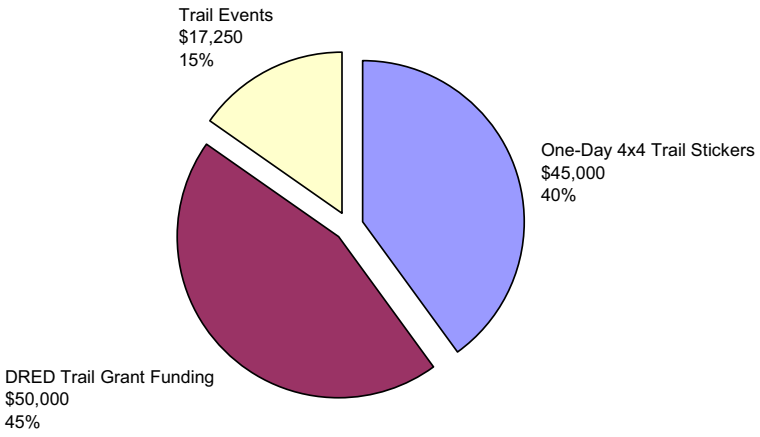
It should be noted that the model indicates that the park and trail network overall experienced a net profit for Year 4, Year 5, and Years 6-10 if interest expense and capital amortization are not considered. Also of note is that the Line B Net Gain dropped between Year 5 and Year 6-10. This is caused by the construction and operation of the store and ATV wash station. Model results suggest that these items are loss leaders, particularly in the case of the ATV wash station. However, as both of these features add to the overall quality of the core area, their inclusion in the project is merited.

The magnitude of revenue generated by the individual revenue sources varied widely for both the core area and trails operation. The charts below depict the relative proportions of each of the revenue sources for the two operational units of the Park.

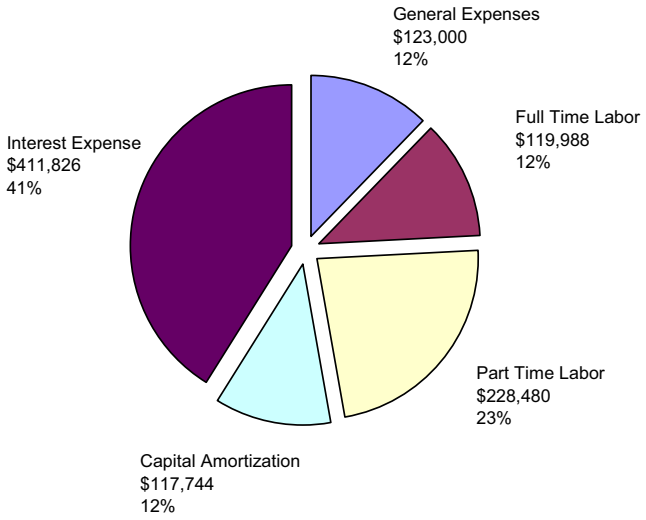
CORE AREA REVENUE BY SOURCE



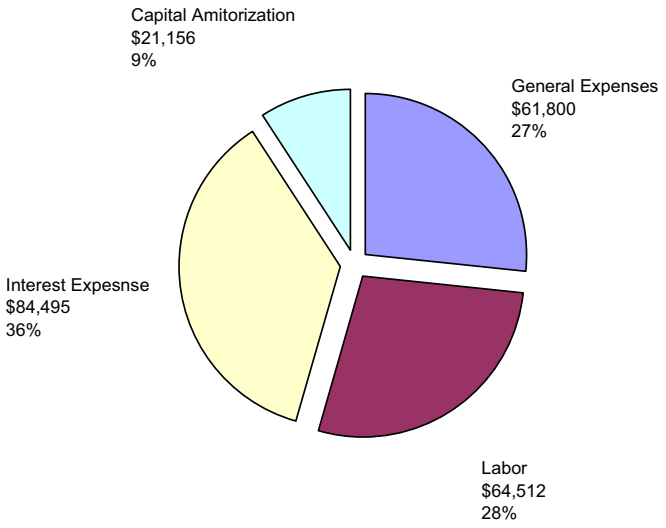
TRAILS REVENUE BY SOURCE



CORE AREA EXPENSES BY SOURCE



TRAILS EXPENSES BY SOURCE



As indicated in the Core Area Revenue Chart, approximately 69% of the modeled revenue is the result of camping fees. Facility entrance fees represent only 16% of the core area revenue, and all other revenue sources combined represent only 15% of the total core area revenue.

Trails revenue is dominated by DRED Trail Grant Funding, which comprises approximately 45% of the overall trail funding. However, this is almost equaled by the anticipated revenue from 4x4 fees, which comprise 40% of the modeled trail revenue. Event revenue, at 15% of the total, represents a relatively small portion of the total. Overall, combined debt service comprised 51% of the total annual expenses for the operation of the core area, and 45% of the total annual expenses for the trail network. Labor costs were the second largest expense, comprising 35% and 28% of the total annual expenses for the core area and trails, respectively.

C. Financial Conclusions

Model results indicate that, while the Park operation would result in a net annual loss, this loss is solely the result of the cost of constructing the facility. If more agreeable finance terms and/or outside funding can be obtained for the initial construction of the Park, the Park has the potential to act an overall revenue source for NHDRED.

Other conclusions from the models are as follows:

- The store, ATV wash, and several minor amenities proposed for the Core Area are represented by the model as being either only slightly profitable or a net operating loss. However, as these features appear to be important to the overall appeal of the Park, it is likely that they should remain as part of the development plan.
- It appears that 4x4 truck access to the Park would result in a significant revenue source that can be directly allocated to the trail network. As this type of activity requires only a relatively small trail network compared to ATVs, the direct cost associated with 4x4 use would be relatively small, resulting in a relatively high profit margin for this activity.
- The facility fee represents a moderate proportion of the overall revenue for the park. As it may be difficult to enforce this fee for those entering the Park in areas other than the main entrance, additional consideration in the merit of this fee should be made to determine how this fee should be imposed.
- The operation of the campground is clearly the primary revenue generator for the facility. Therefore, operational efforts for the Core Area should focus on maintaining a high occupancy rate in the campground.
- Volunteer labor and other funding sources for the construction and maintenance of the trail network could make a substantial difference in the operational budget of the facility. If the volunteer effort is high enough, it may be possible for the trail network to act as an overall revenue source for the Park, instead of the loss indicated by the financial models.

D. Regional Economic Benefit

Park visitors are likely to provide a significant economic benefit to the Berlin areas. According to a 2004 study of the impact of ATV and trail bike spending in New Hampshire completed by Plymouth State University, the sum of the indirect and induced spending by ATV recreation in the state resulted in an additional $1.57 was generated within the State economy for every $1.00 of direct spending by ATV enthusiasts. The annual gross revenue for Jericho Mountain State Park at full build-out is approximately $635,000. Assuming direct spending is limited to revenue at the Park, the region would gain approximately $1,089,000 annually in economic benefit from the Park operations under the model scenario. It is likely the actual economic benefit will be significantly higher due to additional direct spending outside the Park that is not accounted for in the model.

VIII. STATEGIC ACQUISITIONS BY THE STATE

Due to the projected growth of ATV recreation in New Hampshire, it appears that the demand for trails in the Berlin area will eventually exceed the capacity of the Jericho Mountain trail network as it is currently proposed. Additional land and trail easement acquisitions should therefore be considered a critical part of the overall master plan for Jericho Mountain State Park. The proposed generalized acquisition strategy is summarized for the two Park parcels as follows:

Parcel 1 (east of Rt 110) – Parcel 1 is bounded primarily by medium-sized rural properties on all sides. Optimal expansion of the trail network in Parcel 1 would feature land acquisitions or trail easements to the north and east/southeast. In addition to adding land for trail expansion within the Park, expansion to the north would assist in the potential future interconnection to the existing Millsfield and Stratford trail networks. Expansion to the south in the vicinity of Mt. Jasper would assist in potential future trail access to the City of Berlin and the existing Success Pond trail network.

Parcel 2 (west of Rt 110) – Parcel 2 is bounded by the National Forest to the west, medium to large private parcels to the north and south/southeast, and smaller private parcels to the east along Rt. 110. As the present White Mountain National Forest management plan does not include provisions for wheeled motorized recreation, the primary expansion opportunities would be to the north and south/southeast. Acquisitions and trail easements to the south and southeast in the area of Jericho, Sugar, and Forest Mountains would be strategically important as they would allow trail access to additional prime view areas and assist in ultimately developing trail access to the City of Berlin, Moose Brook State Park, and Town of Gorham.

IX. REVIEW OF CURRENT PROCESS FOR DEVELOPMENT OF ATV TRAILS ON PUBLIC LANDS

A critical intent of the master plan is to maximize the amount of miles of trails in the Park in order to create a pleasurable experience for public use and to protect the ecologically important areas within the Park.

As the land is owned by the State of New Hampshire all proposed trails must meet New Hampshire statute 215-A and specifically Sections 215-A:41-43. The following is a brief summary of these statutes.

Section 215-A:41 identifies the general intent of the statute, which is broken down into two subsections. The first sub-section indicates that the general court has declared in the public interest to balance the demand for ATV use with other non-motorized recreational trail uses, potentially conflicting management goals for land use, and the protection of wild life and ecologically important areas. The second sub-section indicates that all state agencies that are custodians of the property will work to develop trail systems on public and private land that use private lands under voluntary agreement with land owners, use public lands that are suitable for ATV trails that are compatible with existing management goals and plans, are managed cooperatively with ATV clubs recognized by the Bureau, are monitored for over use and environmental degradation with curtailment of trail use if such conditions are found to exist, ensure safe and legal use consistent with laws set forth, and provides opportunities for public input in all decisions regarding development of new or revised trail systems.

Section 215-A:42 identifies the 4 conditions required for a state-owned property to establish ATV trails (which include meeting the coarse and fine filter criteria under section 215-A:43); the 3 conditions when a state-owned property may be closed to ATV use; and how and when the Bureau may permanently close a trail system.

Section 215-A:43 describes the 2 step evaluation process used to determine whether or not land is deemed appropriate for ATV trail development. The first step is defined as the coarse filter criteria and consists of 6 sub-sections. These 6 sub-sections are defined as: there shall be no deed restrictions, laws, or funding restrictions that prohibit ATV use on the property; less than 90 percent of the property consist, in combination, of exemplary natural communities identified by the Natural Heritage Bureau, the survival and breeding of endangered species, and forested wetlands consisting of group IIB soils as mapped by the Natural Resources Conservation Service; the self contained trail system is on at least 700 contiguous acres; if the trail is to be a corridor link, the trails to be connected exist or will exist when the link is established; the use of ATVs on the property does not conflict with the intent of the purchase of the land by the State; and the use of ATVs on the property is not prohibited by an existing management plan for the property.

Based on information, provided by the Department of Resources and Economic Development (DRED), the Jericho Mountain State Park land meets the coarse filter criteria. Therefore under statute 215-A:43 the master plan for the park will proceed to step 2 of the process and attempt to meet the 29 fine criteria set forth by statute 215-A:43 II. Data for this section of the statutes has been provided by DRED as well as from information compiled by Shawn C. Herrick of the Department of Natural Resources, University of New Hampshire.

As far as the Phase I trail plan is concerned, the trails are in compliance with the items in Statute Section 215-A:43. The list of items in Section 215-A:43 are paraphrased below in a format to illustrate that the Phase I trail plan does in fact comply with the Statutes.

(a) The new trails will be supported by the Androscoggin Valley ATV Club.
(b) Signs at the park will indicate that ATVs must comply with maximum decibel limits established by law.
(c) Adequate parking has been provided to handle an anticipated peak day use of 670 ATVs and 50 non-ATV visitors. Parking is supplied through a combination of parking in the camp sites, in the main parking lot, and in the day use parking area near the beach.
(d) The Park is in a Rural Residential Zone and is permitted with special exception.
(e) Approximately 1 mile of proposed trail passes through a parcel of land owned by the White Mountain National Forest, an easement will be required to establish this trial.
(f) The Club and the Bureau will give due consideration to local noise and obnoxious use ordinances.
(g) The Park land is currently used by snow machines, hikers, hunters and bikers.
(h) The Park will not intentionally violate federal, state or local laws.
(i) The Park staff, with the assistance of the local ATV club, will monitor and correct environmental impacts.
(j) For the most, proposed trails are laid out on existing gravel logging roads.
(k) As most of the land has been harvested for timber, trails will be located along existing skid trails and through established logging yards.
(l) Proposed trails do not pass through wellhead protection areas.
(m) No proposed trails are located on the earthen dam at the east end of Jericho Lake.
(n) Proposed trails will avoid areas having soils types classified as important forest soil group IIA or IIB as mapped by the Natural Resources Conservation Service, unless existing soil conditions or surface roadways are used to reduce adverse environmental impact.
(o) Proposed trails are not within 100 feet of first and second order streams and 330 feet of third order streams. There are no fourth or higher order streams in the park.
(p) Proposed stream crossings will meet the 5-year flood criteria.
(q) Proposed trails are not within 200 feet of any body of water, known forested or non-forested wetland, or known vernal pools.
(r) Proposed trails will avoid elevations over 2700 feet.
(s) Proposed trails will avoid known important wild life habitat.

(t) Proposed trails will avoid known areas of endangered species.
(u) Proposed trails will avoid known areas with rare plants.
(v) Proposed trails will avoid alteration of unique geologic features.
(w) Proposed trails will avoid disturbance to cultural and historic features.
(x) Proposed trails are not within 330 feet of known raptor nest trees, or with 650 feet of known eagle or osprey nest.
(y) Proposed trails will be more the 650 feet from known eagle winter roosting areas and 330 feet from the edge of wetlands containing known heron rookeries.
(z) Proposed trials will be laid out in a safe and appropriate manner.
(aa) Safety standards for highway crossings will be met.
(bb) Proposed trails designed for multi-use such as mountain biking, hiking or 4-wheel drive use will be marked accordingly for safe use.
(cc) The Berlin Police Department and State Fish and Game authorities have been contacted in regards to enforcement issues; there will be on-going dialog regarding enforcement issues.

Figure 9 on the following page illustrates the proposed Phase I Trail Layout, which is anticipated to be constructed in 2007. Trails in this phase have avoided the constraints listed in the Statutes to create approximately 70 miles of trials. Furthermore, seventy miles of trails is roughly equivalent to the mileage that the public has indicated they expect in the year 2007.

Figure 9 shows the areas of the Park where the constraints identified in the Statutes will inhibit the construction of trails beyond the Phase I trails.

- Statutes a through d, f through i, k, l, p, and z through cc are statutes that do not require mapping.
- Statutes e, j, m, n, o, q, and r are mapped and shown on figure 9.
- Statutes s through y have not been mapped as data for these statutes is not available at this time. Also, statutes s thru y will need specific site investigation to determine whether or not a trail can be constructed.

As far as the full build-out of trails is concerned, the trail system shown earlier on Figure 4 has been laid out to maximize land use to create an attractive and enjoyable day of ATV riding. To the extent possible, known environmental constraints have been avoided. There are, however, several areas where some of the full build-out trails cannot be constructed given the current Statutes, specifically the following items:

(n) In some cases sensitive soil groups cannot be avoided, but for the most part impacts are minor and limited to narrow trails (blue or black trails) that are designed for minimal earth disturbance. The trail development attempts to avoid these areas as much as feasible.

(o) There are no fourth or higher order streams in the Park. In most cases trails will cross first, second, and third order streams at near right angles resulting in minimal impact. There are, however, several areas where existing logging roads (that will be utilized as trails) and proposed trails are within the stream buffer.

(q) In some cases a proposed trail passes through a mapped wetland. The Statute should be modified to state that trails that may impact a wetland should do so with minimal disturbance. Limits may be placed upon the length of wetland crossing, but short distances should be tolerated. In many cases, it may be appropriate to undertake field investigations of mapped wetland areas to help locate new trails.

(r) The south west corner of the park is the highest point of land in the Park with elevations above 2700 feet. This area of the park, due to its elevation, has the best views of the surrounding mountains and becomes a main attraction of the Park. Given should be consideration given to the minimal disturbance that will be caused by the proposed trail and viewing site in this area. Furthermore, there have already been recent tree harvesting operations in this area.

(s), (t), (u), (x) and (y) Each of these criteria will require additional study and field work to determine if there is sensitive vegetation or wildlife habitat in the vicinity of proposed trails. Flexibility is the key to working with this item in the Statute, i.e. consideration should be given to the seasonality of the vegetation or wildlife sensitivity and the fact that sensitive sites may change from year to year.

In summary, it is unlikely that all 136 miles of proposed trails will be feasible given strict adherence to several of the constraints resulting from the current Statutes. In some cases more detailed site investigation will be required in order to make this determination. Specific Statutes should be revised so as not to hinder the success of the Park.

APPENDIX I
Opinions of Construction Cost

JERICHO MOUNTAIN STATE PARK
OPINION OF COST
SHEET A – ROADS AND PARKING
Prepared by Horizons Engineering, P.L.L.C.
November 2006

Item A1 – Parking (all areas except individual camp sites)

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Mobilization	LS	1.00	$5,000.00	$5,000
Clearing	AC	7.00	$3,500.00	$24,500
Grubbing (1)	CY	11,293.33	$7.00	$79,053
Cut and Fill (balanced)	CY	10,000.00	$7.00	$70,000
Bank Run Gravel (2)	CY	16,200.15	$9.00	$145,801
Crushed Gravel (3)	CY	4,050.04	$15.00	$60,751
Loam & Seed	SY	5,000.00	$5.00	$25,000
Drainage Structures	LS	1.00	$20,000.00	$20,000
Erosion Control	LS	1.00	$10,000.00	$10,000
Ledge Removal	CY	500.00	$100.00	$50,000
			Opinion of Construction Cost	$490,105
			15% Contingency	$73,516
			Opinion of Total Construction Cost	$563,621
			12% Engineering	$67,635
			Opinion of Total Item Cost	$631,256

Item A2 – Access and Campground Roads

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Mobilization	LS	1.00	$5,000.00	$5,000
Road Construction	LF	10,900.00	$40.00	$436,000
Erosion Control	LS	1.00	$10,000.00	$10,000
			Opinion of Construction Cost	$451,000
			15% Contingency	$67,650
			Opinion of Total Construction Cost	$518,650
			12% Engineering	$62,238
			Opinion of Total Item Cost	$580,888

JERICHO MOUNTAIN STATE PARK
OPINION OF COST
SHEET B – UTILITIES
Prepared by Horizons Engineering, P.L.L.C.
November 2006

ITEM B1 – WELL, PUMP HOUSE, STORAGE, AND WATER MAIN TO CORE AREA

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Mobilization	LS	1.00	$2,000.00	$2,000
Well and Pump	EA	1.00	$15,000.00	$15,000
Pump House and Storage	EA	1.00	$45,000.00	$45,000
Water Main (4)	LF	260.00	$20.00	$5,200
Erosion Control	LS	1.00	$1,000.00	$1,000
			Opinion of Construction Cost	$68,200
			15% Contingency	$10,230
			Opinion of Total Construction Cost	$78,430
			12% Engineering	$9,412
			Opinion of Total Item Cost	$87,842

ITEM B2 – WATER MAIN TO TENT SITE AREA

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Mobilization	LS	1.00	$2,000.00	$2,000
Water Main (4)	LF	4,885.00	$20.00	$97,700
Erosion Control	LS	1.00	$2,000.00	$2,000
			Opinion of Construction Cost	$101,700
			15% Contingency	$15,255
			Opinion of Total Construction Cost	$116,955
			12% Engineering	$14,035
			Opinion of Total Item Cost	$130,990

ITEM B3 – WATER MAIN TO RV SITE AREA

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Mobilization	LS	1.00	$2,000.00	$2,000
Water Main (4)	LF	2,660.00	$20.00	$53,200
Erosion Control	LS	1.00	$2,000.00	$2,000
			Opinion of Construction Cost	$57,200
			15% Contingency	$8,580
			Opinion of Total Construction Cost	$65,780
			12% Engineering	$7,894
			Opinion of Total Item Cost	$73,674

ITEM B4 – CORE AREA WASTEWATER SYSTEM

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Mobilization	LS	1.00	$1,000.00	$1,000
Leach Fields (2 Total) (5)	EA	2.00	$24,000.00	$48,000
Septic Tanks & Piping	EA	1.00	$7,500.00	$7,500
Dump Station	EA	1.00	$25,000.00	$25,000
Erosion Control	LS	1.00	$1,000.00	$1,000
				$82,500
			15% Contingency	$12,375
			Opinion of Total Construction Cost	$94,875
			12% Engineering	$11,385
			Opinion of Total Item Cost	$106,260

ITEM B5 – TENT AREA WASTEWATER SYSTEM

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Mobilization	LS	1.00	$1,000.00	$1,000
Leach Fields (1 Total) (5)	EA	1.00	$24,000.00	$24,000
Septic Tanks & Piping	EA	1.00	$7,500.00	$7,500
Erosion Control	LS	1.00	$1,000.00	$1,000
				$33,500
			15% Contingency	$5,025
			Opinion of Total Construction Cost	$38,525
			12% Engineering	$4,623
			Opinion of Total Item Cost	$43,148

ITEM B6 – RV AREA WASTEWATER SYSTEM

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Mobilization	LS	1.00	$1,000.00	$1,000
Leach Fields (1 Total) (5)	EA	1.00	$24,000.00	$24,000
Septic Tanks & Piping	EA	1.00	$7,500.00	$7,500
Erosion Control	LS	1.00	$1,000.00	$1,000
				$33,500
			15% Contingency	$5,025
			Opinion of Total Construction Cost	$38,525
			12% Engineering	$4,623
			Opinion of Total Item Cost	$43,148

ITEM B7 – ELECTRICAL TO CORE AREA

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Electrical Appurtenances	EA	1.00	$10,000.00	$10,000
Buried Electrical Service (6)	LF	500.00	$15.00	$7,500
				$17,500
			15% Contingency	$2,625
			Opinion of Total Construction Cost	$20,125
			12% Engineering	$2,415
			Opinion of Total Item Cost	$22,540

ITEM B8 – ELECTRICAL TO TENT SITE AREA

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Electrical Appurtenances	EA	1.00	$5,000.00	$5,000
Buried Electrical Service	LF	3,310.00	$15.00	$49,650
				$54,650
			15% Contingency	$8,198
			Opinion of Total Construction Cost	$62,848
			12% Engineering	$7,542
			Opinion of Total Item Cost	$70,389

ITEM B9 – ELECTRICAL TO RV SITE AREA

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Electrical Appurtenances	EA	1.00	$5,000.00	$5,000
Buried Electrical Service	LF	2,660.00	$15.00	$39,900
				$44,900
			15% Contingency	$6,735
			Opinion of Total Construction Cost	$51,635
			12% Engineering	$6,196
			Opinion of Total Item Cost	$57,831

JERICHO MOUNTAIN STATE PARK
OPINION OF COST
SHEET C – FACILITY BUILDINGS
Prepared by Horizons Engineering, P.L.L.C.
November 2006

ITEM C1 – SHOP/ADMINISTRATIVE BUILDING

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Administrative/Shop Building	SF	8,000.00	$100.00	$800,000
			Opinion of Construction Cost	$800,000
			15% Contingency	$120,000
			Opinion of Total Item Cost	$920,000

ITEM C2 – GATE HOUSE

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Gate House Building	SF	100.00	$100.00	$10,000
			Opinion of Construction Cost	$10,000
			15% Contingency	$1,500
			Opinion of Total Item Cost	$11,500

ITEM C3 – RESTROOM-NO SHOWERS (each)

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Block Bath House Building	SF	375.00	$125.00	$46,875
			Opinion of Construction Cost	$46,875
			15% Contingency	$7,031
			Opinion of Total Item Cost	$53,906

ITEM C4 – RESTROOM-SHOWERS (each)

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Block Bath House Building	SF	500.00	$125.00	$62,500
			Opinion of Construction Cost	$62,500
			15% Contingency	$9,375
			Opinion of Total Item Cost	$71,875

ITEM C5 – RESTROOM-SHOWERS AND LAUNDRY (each)

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Block Bath House Building	SF	800.00	$125.00	$100,000
			Opinion of Construction Cost	$100,000
			15% Contingency	$15,000
			Opinion of Total Item Cost	$115,000

ITEM C6 – STORE

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Store Building with Food Servic	SF	2,500.00	$130.00	$325,000
			Opinion of Construction Cost	$325,000
			15% Contingency	$48,750
			Opinion of Total Item Cost	$373,750

ITEM C7 – PAVILIONS (each)

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Pavilion Building	SF	1,000.00	$40.00	$40,000
			Opinion of Construction Cost	$40,000
			15% Contingency	$6,000
			Opinion of Total Item Cost	$46,000

JERICHO MOUNTAIN STATE PARK
OPINION OF COST
SHEET D – CAMP SITES
Prepared by Horizons Engineering, P.L.L.C.
November 2006

Item D1 – RV Sites W/ 2-Way Hookups (each)

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Clearing	AC	0.15	$3,500.00	$522
Grubbing (1)	CY	240.74	$7.00	$1,685
Bank Run Gravel (2)	CY	59.26	$9.00	$533
Crushed Gravel (3)	CY	29.63	$15.00	$444
Appurtenances	LS	1.00	$1,000.00	$1,000
Electrical Service	LS	1.00	$1,500.00	$1,500
Water Service	LS	1.00	$1,500.00	$1,500
			Opinion of Construction Cost	$7,185
			15% Contingency	$1,078
			Opinion of Total Construction Cost	$8,263

Item D2 – Tent Campsites (each)

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Clearing	AC	0.06	$3,500.00	$193
Grubbing (1)	CY	88.89	$7.00	$622
Bank Run Gravel (2)	CY	29.63	$9.00	$267
Crushed Gravel (3)	CY	14.81	$15.00	$222
Appurtenances	LS	1.00	$1,000.00	$1,000
			Opinion of Construction Cost	$2,304
			15% Contingency	$346
			Opinion of Total Construction Cost	$2,650

Item D3 – Remote Campsites (each)

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Clearing	AC	0.06	$3,500.00	$193
Appurtenances	LS	1.00	$1,000.00	$1,000
Pit Toilet	EA	1.00	$2,500.00	$2,500
			Opinion of Construction Cost	$3,693
			15% Contingency	$554
			Opinion of Total Construction Cost	$4,247

JERICHO MOUNTAIN STATE PARK
OPINION OF COST
SHEET E – TRAIL CONSTRUCTION
Prepared by Horizons Engineering, P.L.L.C.
November 2006

Item E1 – GREEN TRAILS (upgrade of existing gravel road, per mile)

ITEM	UNITS	NO. UNITS	UNIT COST	
Trail Labor	Hr	32	$25.00	$800.00
Tools and Equipment	Day	2	$250.00	$500.00
Excavator and Operator	Day	1	$1,500.00	$1,500.00
Culverts	Ea	3	$500.00	$1,500.00
			Total Opinion of Cost	$4,300.00

Item E2 – BLUE TRAIL (new construction, per mile)

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Trail Labor	Hr	80	$25.00	$2,000.00
Tools and Equipment	Day	5	$250.00	$1,250.00
Bridge Labor	Hr	32	$25.00	$800.00
Bridge Materials	Ea	1	$2,000.00	$2,000.00
Excavator and Operator	Day	1	$1,500.00	$1,500.00
Culverts	Ea	3	$500.00	$1,500.00
			Total Opinion of Cost	$9,050.00

Item E3 – BLACK TRAIL (new construction, per mile)

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Trail Labor	Hr	80	$25.00	$2,000.00
Tools and Equipment	Day	5	$250.00	$1,250.00
Bridge Labor	Hr	16	$25.00	$400.00
Bridge Materials	Ea	1	$1,000.00	$1,000.00
Excavator and Operator	Day	0.5	$1,500.00	$750.00
Culverts	Ea	3	$500.00	$1,500.00
			Total Opinion of Cost	$6,900.00

Item E4 –Trail Rest Areas

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Labor	Hr	32	$25.00	$800.00
Tools and Equipment	Day	2	$250.00	$500.00
Picnic Table and Grill	Ea	5	$500.00	$2,500.00
Excavator and Operator	Day	1	$1,500.00	$1,500.00
Pit Toilet	Ea	1	$15,000.00	$15,000.00
			Total Opinion of Cost	$20,300.00

JERICHO MOUNTAIN STATE PARK
OPINION OF COST
SHEET F – MISCELLANEOUS IMPROVEMENTS
Prepared by Horizons Engineering, P.L.L.C.
November 2006

Item F1 – BEACH AREA IMPROVEMENTS

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Beach Improvements	Ea	1	$10,000.00	$10,000
Picnic Sites (grill and table)	Ea	15	$500.00	$7,500
Misc Improvements	Ea	1	$15,000.00	$15,000
			Opinion of Construction Cost	$32,500
			15% Contingency	$4,875
			Total Opinion of Cost	$37,375

Item F2 – PLAYGROUND AND BALLFIELD

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Clearing	AC	2.41	$3,500.00	$8,437
Grubbing (1)	CY	3,888.89	$7.00	$27,222
Loam and Seed	SY	11666.667	$5.00	$58,333
Equipment	Ea	1	$60,000.00	$60,000
Surface Improvements	Ea	1	$10,000.00	$10,000
			Opinion of Construction Cost	$128,333
			15% Contingency	$19,250
			Total Opinion of Cost	$147,583

Item F3 – PLAYGROUND

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Clearing	AC	0.34	$3,500.00	$1,205
Grubbing (1)	CY	190.00	$7.00	$1,330
Loam and Seed	SY	600	$5.00	$3,000
Playground Equipment	Ea	1	$40,000.00	$40,000
Surface Improvements	Ea	1	$10,000.00	$10,000
			Opinion of Construction Cost	$53,000
			15% Contingency	$7,950
			Total Opinion of Cost	$60,950

Item F4 – WASH STATION (3 bay modular)

ITEM	UNITS	NO. UNITS	UNIT COST	TOTAL COST
Pad and Water Tank	Ea	1.00	$45,000.00	$45,000
Modular Wash Station	Ea	1.00	$230,000.00	$230,000
			Opinion of Construction Cost	$275,000
			15% Contingency	$41,250
			Total Opinion of Cost	$316,250

JERICHO MOUNTAIN STATE PARK
OPINION OF COST
CONSTRUCTION COST SUMMARY AND PHASING
Prepared by Horizons Engineering, P.L.L.C.
November 2006

CORE AREA	OPINION OF COST	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
SITE WORK						
Access Roads	$631,256	$0	$631,256	$0	$0	$0
Parking	$580,888	$0	$580,888	$0	$0	$0
	$1,212,144	$0	$1,212,144	$0	$0	$0
UTILITIES						
Well, Pump House, Storage, and Water Main to Core Area	$87,842	$0	$87,842	$0	$0	$0
Water Main to Tent Site Area	$130,990	$0	$0	$130,990	$0	$0
Water Main to RV Site Area	$73,674	$0	$0	$0	$73,674	$0
Core Area Wastewater System and Dump Station	$106,260	$0	$106,260	$0	$0	$0
Tent Site Area Wastewater System	$43,148	$0	$0	$43,148	$0	$0
RV Site Area Wastewater System	$43,148	$0	$0	$0	$43,148	$0
Electrical to Core Area	$22,540	$0	$22,540	$0	$0	$0
Electrical to Tent Site Area	$70,389	$0	$0	$70,389	$0	$0
Electrical to RV Site Area	$57,831	$0	$0	$0	$57,831	$0
	$635,821	$0	$216,642	$244,527	$174,653	$0
BUILDINGS						
Administration and Shop	$920,000	$0	$0	$920,000	$0	$0
Gate House	$11,500	$0	$11,500	$0	$0	$0
Store	$373,750	$0	$0	$0	$0	$373,750
Restrooms-No Showers	$53,906	$0	$0	$0	$53,906	$0
Restrooms-No Showers	$53,906	$0	$0	$53,906	$0	$0
Restrooms-Showers	$71,875	$0	$0	$0	$71,875	$0
Restrooms-Showers	$71,875	$0	$0	$71,875	$0	$0
Rest Rooms-Showers and Laundry	$115,000	$0	$115,000	$0	$0	$0
Pavilions (7)	$322,000	$0	$0	$322,000	$0	$0
	$1,993,813	$0	$126,500	$1,367,781	$125,781	$373,750

CORE AREA (continued)	OPINION OF COST	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
CAMP SITES						
Sites W/ 2-Way Hookups (81)	$669,304	$0	$0	$0	$669,304	$0
Tent/Camper Sites (93)	$246,407	$0	$123,204	$123,204	$0	$0
Remote Sites (26)	$110,416	$0	$110,416	$0	$0	$0
	$1,026,127	$0	$233,619	$123,204	$669,304	$0
MISCELLANEOUS						
Beach Area Improvements	$37,375	$0	$0	$37,375	$0	$0
Tent Area Playground	$60,950	$0	$0	$60,950	$0	$0
RV Area Playground	$60,950	$0	$0	$0	$60,950	$0
Core Area Playground and Ball Field	$147,583	$0	$147,583	$0	$0	$0
ATV/Car Wash	$316,250	$0	$0	$0	$0	$316,250
	$623,108	$0	$147,583	$98,325	$60,950	$316,250
OPINION OF COST - CORE AREA BUILD OUT	**$5,491,013**	**$0**	**$1,936,488**	**$1,833,837**	**$1,030,688**	**$690,000**
CUMULATIVE COST BY YEAR		**$0**	**$1,936,488**	**$3,770,325**	**$4,801,013**	**$5,491,013**
CUMULATIVE INTEREST ONLY EXPENSE (7.5%)		**$0**	**$145,237**	**$282,774**	**$360,076**	**$411,826**

TRAILS	OPINION OF COST	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
TRAILS						
Green Trails (upgrade of existing roads)	$63,855	$63,855	$0	$0	$0	$0
Blue Trails (new construction)	$923,100	$340,280	$582,820	$0	$0	$0
Black Trails (new construction)	$58,443	$19,320	$39,123	$0	$0	$0
Trailside Rest Areas (4)	$81,200	$0	$0	$0	$81,200	$0
	$1,126,598	$423,455	$621,943	$0	$81,200	$0
OPINION OF COST - TRAILS BUILD OUT	**$1,126,598**	**$423,455**	**$621,943**	**$0**	**$81,200**	**$0**
CUMULATIVE COST BY YEAR		**$423,455**	**$1,045,398**	**$1,045,398**	**$1,126,598**	**$1,126,598**
CUMULATIVE INTEREST ONLY EXPENSE (7.5%)		**$31,759**	**$78,405**	**$78,405**	**$84,495**	**$84,495**

APPENDIX II
Financial Models

JERICHO MOUNTAIN STATE PARK
YEAR 1 OPERATIONS MODEL
Prepared By Horizons Engineering, P.L.L.C.
November 2006

CAMPGROUND AND PARK

Revenue	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***	***Percent of Total***
Facility Fees	$0	$0	$0	$300	$300	$600	$900	$900	$600	$600	$300	$0	*$4,500*	100%
Remote Camp Sites	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Tent Camp Sites	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
RV Camp Sites	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Showers	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Pavilion Rentals	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Concessions	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
ATV Wash	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Canoe/Kayak Rentals	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Total Revenue	*$0*	*$0*	*$0*	*$300*	*$300*	*$600*	*$900*	*$900*	*$600*	*$600*	*$300*	*$0*	*$4,500*	
Expenses														
Supplies	$500	$500	$500	$500	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$500	$500	*$16,200*	7%
Telephone	$150	$150	$150	$150	$300	$300	$300	$300	$300	$300	$150	$150	*$2,700*	1%
Contract Repairs (sub)	$0	$0	$0	$0	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$0	$0	*$6,000*	3%
In House Repairs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Heating Fuel	$0	$0	$0	$0	$0	$0	$0	$0	$0	$100	$200	$300	*$600*	0%
Vehicles	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	*$12,000*	5%
Advertising	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	*$6,000*	3%
Insurance	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	*$12,000*	5%
Office Equipment	$0	$0	$0	$0	$100	$100	$100	$100	$100	$100	$100	$200	*$900*	0%
Trash Removal	$0	$0	$0	$0	$200	$200	$200	$200	$200	$200	$200	$200	*$1,600*	1%
Wash Station	$0	$0	$0	$0	$200	$500	$1,000	$1,000	$500	$200	$0	$0	*$3,400*	1%
Interest Expense (20 Yr)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Capital Amortization (20 Yr)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Electric	$0	$0	$0	$150	$150	$150	$150	$150	$150	$150	$150	$150	*$1,350*	1%
Misc Expenses	$0	$0	$0	$200	$400	$40	$400	$400	$400	$400	$400	$0	*$2,640*	1%
Water/Sewer	$0	$0	$0	$0	$200	$200	$200	$200	$200	$200	$200	$200	*$1,600*	1%
Salaries / Benefits (FT)	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	*$119,988*	53%
Salaries (PT)	$0	$0	$0	$0	$6,720	$6,720	$6,720	$6,720	$6,720	$6,720	$0	$0	*$40,320*	18%
Total Expenses	*$13,149*	*$13,149*	*$13,149*	*$13,499*	*$23,969*	*$23,909*	*$24,769*	*$24,769*	*$24,269*	*$24,069*	*$14,399*	*$14,199*	*$227,298*	
Net Gain (Loss) - Park	**($13,149)**	**($13,149)**	**($13,149)**	**($13,199)**	**($23,669)**	**($23,309)**	**($23,869)**	**($23,869)**	**($23,669)**	**($23,469)**	**($14,099)**	**($14,199)**	**($222,798)**	
Net Gain (Loss) - Trails	**$220**	**$220**	**($280)**	**($8,000)**	**($10,500)**	**($9,000)**	**($9,937)**	**($9,937)**	**($8,437)**	**($9,937)**	**($1,780)**	**$220**	**($67,149)**	
Total Net Gain (Loss)	**($12,929)**	**($12,929)**	**($13,429)**	**($21,199)**	**($34,169)**	**($32,309)**	**($33,806)**	**($33,806)**	**($32,106)**	**($33,406)**	**($15,879)**	**($13,979)**	**($289,947)**	

MODEL ASSUMPTIONS

Usage Per Month	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Remote Camp Site Days	0	0	0	0	0	0	0	0	0	0	0	0
Tent Camp Site Days	0	0	0	0	0	0	0	0	0	0	0	0
RV Camp Site Days	0	0	0	0	0	0	0	0	0	0	0	0
Campground and Park Occupancy	0%	0%	0%	1%	1%	2%	3%	3%	2%	2%	1%	0%
Canoe/Kayak Rentals	0	0	0	0	0	0	0	0	0	0	0	0
Facility Day Pass	0	0	0	60	60	120	180	180	120	120	60	0
Pavilion Rentals	0	0	0	0	0	0	0	0	0	0	0	0
ATV Wash	0	0	0	12	12	24	36	36	24	24	12	0
4x4 Day Passes	0	0	0	0	0	0	0	0	0	0	0	0
CCC of Park	200											

Fees

RV Camp Sites	$42	Night
Tent Camp Sites	$32	Night
Remote Sites	$37	Night
Canoe/Kayak Rentals	$25	Day
Facility Day Fee	$5	Day
Pavilion Rental	$100	Day
ATV Wash	$3	Each
Showers	$3	Each
4x4 Day Pass	$25	Each

Staff Salaries and Benefits

Full Time	$5,000	Month
Part Time	$1,344	Month

Staffing Requirements	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Full Time Staff	2	2	2	2	2	2	2	2	2	2	2	2
Part Time Staff	0	0	0	0	5	5	5	5	5	5	0	0

Facility Inventory	**Number of Sites Available**
RV Sites	0
Tent Sites	0
Remote Sites	0
Pavilions	0

JERICHO MOUNTAIN STATE PARK
YEAR 1 OPERATIONS MODEL - TRAILS

Prepared By Horizons Engineering, P.L.L.C.
November, 2006

TRAILS

Income	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***
Annual 4x4 Trail Stickers	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*
One-Day 4x4 Trail Stickers	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*
DRED Trail Grant Funding	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	*$50,000*
Trail Events	$0	$0	$0	$0	$0	$0	$563	$563	$563	$563	$0	$0	*$2,250*
Total Revenue	*$4,167*	*$4,167*	*$4,167*	*$4,167*	*$4,167*	*$4,167*	*$4,729*	*$4,729*	*$4,729*	*$4,729*	*$4,167*	*$4,167*	*$52,250*
Expenses													
Vehicles and Equipment	$1,000	$1,000	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,500	$1,000	*$9,000*
Insurance	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	*$1,800*
Interest Expense (20 Yr)	$2,647	$2,647	$2,647	$2,647	$2,647	$2,647	$2,647	$2,647	$2,647	$2,647	$2,647	$2,647	*$31,759*
Capital Amortization (20 Yr)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*
Trail Supplies	$0	$0	$0	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$0	*$6,000*
Electric (Shop)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*
Shop Supplies	$0	$0	$0	$0	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$500	$0	*$6,000*
Heavy Equipment (sub)	$0	$0	$0	$0	$1,500	$0	$1,500	$1,500	$0	$1,500	$0	$0	*$6,000*
Salaries (FT seasonal)	$0	$0	$0	$6,720	$6,720	$6,720	$6,720	$6,720	$6,720	$6,720	$0	$0	*$40,320*
Total Expenses	*$3,947*	*$3,947*	*$4,447*	*$12,167*	*$14,667*	*$13,167*	*$14,667*	*$14,667*	*$13,167*	*$14,667*	*$5,947*	*$3,947*	*$119,399*
Net Gain (Loss) - Trails	**$220**	**$220**	**($280)**	**($8,000)**	**($10,500)**	**($9,000)**	**($9,937)**	**($9,937)**	**($8,437)**	**($9,937)**	**($1,780)**	**$220**	**($67,149)**

MODEL ASSUMPTIONS

Staff Salaries and Benefits

Full Time Seasonal	$2,688	Month

Staffing Requirements	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Full Time Seasonal Staff	0	0	0	2	2	2	2	2	2	2	0	0

Event Attendance

Small Event	150
Medium Event	500
Large Event	1000
Average gate fee per attendee	$15.00

Number of Events/Month	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Small Event	0	0	0	0	0	0	1	1	1	1	0	0
Medium Event	0	0	0	0	0	0	0	0	0	0	0	0
Large Event	0	0	0	0	0	0	0	0	0	0	0	0

Event Revenue	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***
Small Event	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$562.50	$562.50	$562.50	$562.50	$0.00	$0.00	*$2,250*
Medium Event	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	*$0*
Large Event	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	*$0*
Total Event Revenue	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$562.50	$562.50	$562.50	$562.50	$0.00	$0.00	*$2,250*

JERICHO MOUNTAIN STATE PARK
YEAR 2 OPERATIONS MODEL
Prepared By Horizons Engineering, P.L.L.C.
November 2006

CAMPGROUND AND PARK

Income	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***	***Percent of Total***
Facility Fees	$68	$68	$68	$684	$1,710	$10,260	$22,230	$22,230	$10,260	$3,420	$3,420	$68	*$74,488*	45%
Remote Camp Sites	$0	$0	$0	$0	$0	$0	$0	$18,759	$8,658	$2,886	$2,886	$58	*$33,247*	20%
Tent Camp Sites	$0	$0	$0	$0	$0	$0	$0	$28,704	$13,248	$4,416	$4,416	$88	*$50,872*	31%
RV Camp Sites	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Showers	$0	$0	$0	$0	$0	$0	$0	$3,370	$1,555	$518	$518	$10	*$5,972*	4%
Pavilion Rentals	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Concessions	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
ATV Wash	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Canoe/Kayak Rentals	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Total Revenue	*$68*	*$68*	*$68*	*$684*	*$1,710*	*$10,260*	*$22,230*	*$73,063*	*$33,721*	*$11,240*	*$11,240*	*$225*	*$164,579*	
Expenses														
Supplies	$500	$500	$500	$500	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$500	$500	*$16,200*	3%
Telephone	$150	$150	$150	$150	$300	$300	$300	$300	$300	$300	$150	$150	*$2,700*	1%
Contract Repairs (sub)	$0	$0	$0	$0	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$0	$0	*$6,000*	1%
In House Repairs	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Heating Fuel	$0	$0	$0	$0	$0	$0	$0	$0	$0	$100	$200	$300	*$600*	0%
Vehicles	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	*$12,000*	2%
Advertising	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	*$6,000*	1%
Insurance	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$2,000	*$13,000*	3%
Office Equipment	$0	$0	$0	$0	$100	$100	$100	$100	$100	$100	$100	$200	*$900*	0%
Trash Removal	$0	$0	$0	$0	$200	$200	$200	$200	$200	$200	$200	$0	*$1,400*	0%
Wash Station	$0	$0	$0	$0	$200	$500	$1,000	$1,000	$500	$200	$0	$0	*$3,400*	1%
Interest Expense (20 Yr)	$12,103	$12,103	$12,103	$12,103	$12,103	$12,103	$12,103	$12,103	$12,103	$12,103	$12,103	$12,103	*$145,237*	30%
Capital Amortization (20 Yr)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Electric	$0	$0	$0	$150	$150	$150	$150	$150	$150	$150	$150	$150	*$1,350*	0%
Misc Expenses	$0	$0	$0	$200	$400	$40	$400	$400	$400	$400	$400	$0	*$2,640*	1%
Water/Sewer	$0	$0	$0	$0	$200	$200	$200	$200	$200	$200	$200	$200	*$1,600*	0%
Salaries / Benefits (FT)	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	*$119,988*	25%
Salaries (PT)	$6,720	$6,720	$6,720	$6,720	$6,720	$20,160	$26,880	$26,880	$20,160	$6,720	$6,720	$6,720	*$147,840*	31%
Total Expenses	*$31,972*	*$31,972*	*$31,972*	*$32,322*	*$36,072*	*$49,452*	*$57,032*	*$57,032*	*$49,812*	*$36,172*	*$33,222*	*$33,822*	*$480,855*	
Net Gain (Loss) - Park	**($31,904)**	**($31,904)**	**($31,904)**	**($31,638)**	**($34,362)**	**($39,192)**	**($34,802)**	**$16,031**	**($16,091)**	**($24,932)**	**($21,982)**	**($33,597)**	**($316,276)**	
Net Gain (Loss) - Trails	**($4,467)**	**($4,467)**	**($4,467)**	**($20,907)**	**($26,107)**	**($25,545)**	**($23,670)**	**($23,670)**	**($25,545)**	**($25,545)**	**($7,467)**	**($4,467)**	**($145,347)**	
Total Net Gain (Loss)	**($36,371)**	**($36,371)**	**($36,371)**	**($52,545)**	**($60,469)**	**($64,737)**	**($58,472)**	**($7,639)**	**($41,635)**	**($50,476)**	**($29,449)**	**($38,064)**	**($461,623)**	

MODEL ASSUMPTIONS

Usage Per Month	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Remote Camp Site Days	2	2	2	16	39	234	507	507	234	78	78	2
Tent Camp Site Days	3	3	3	28	69	414	897	897	414	138	138	3
RV Camp Site Days	0	0	0	0	0	0	0	0	0	0	0	0
Campground and Park Occupancy	0%	0%	0%	2%	5%	30%	65%	65%	30%	10%	10%	0%
Canoe/Kayak Rentals	0	0	0	0	0	0	0	0	0	0	0	0
Facility Day Pass	14	14	14	137	342	2052	4446	4446	2052	684	684	14
Pavilion Rentals	0	0	0	0	0	0	0	0	0	0	0	0
ATV Wash	4	4	4	36	90	540	1170	1170	540	180	180	4
4x4 Day Passes	0	0	0	0	0	0	0	0	0	0	0	0
CCC of Park	300											

Fees

RV Camp Sites	$42	Night
Tent Camp Sites	$32	Night
Remote Sites	$37	Night
Canoe/Kayak Rentals	$25	Day
Facility Day Fee	$5	Day
Pavilion Rental	$100	Day
ATV Wash	$3	Each
Showers	$3	Each
4x4 Day Pass	$25	Each
4x4 Annual Pass	$100	Each

Staff Salaries and Benefits

Full Time	$5,000	Month
Part Time	$1,344	Month

Staffing Requirements	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Full Time Staff	2	2	2	2	2	2	2	2	2	2	2	2
Part Time Staff	5	5	5	5	5	15	20	20	15	5	5	5

Facility Inventory	Number of Sites Available
RV Sites	0
Tent Sites	46
Remote Sites	26
Pavilions	0

JERICHO MOUNTAIN STATE PARK
YEAR 2 OPERATIONS MODEL – TRAILS
Prepared By Horizons Engineering, P.L.L.C.
November 2006

TRAILS

Revenue	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***	**Percent of Total**
4x4 Trail Day Stickers	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
DRED Trail Grant Funding	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	*$50,000*	88%
Trail Events	$0	$0	$0	$0	$0	$563	$2,438	$2,438	$563	$563	$0	$0	*$6,563*	12%
Total Revenue	*$4,167*	*$4,167*	*$4,167*	*$4,167*	*$4,167*	*$4,729*	*$6,604*	*$6,604*	*$4,729*	*$4,729*	*$4,167*	*$4,167*	*$56,563*	
Expenses														
Vehicles and Equipment	$1,500.00	$1,500.00	$1,500.00	$3,000.00	$3,000.00	$3,000.00	$3,000.00	$3,000.00	$3,000.00	$3,000.00	$3,000.00	$1,500.00	*$18,000.00*	9%
Insurance	$300.00	$300.00	$300.00	$300.00	$300.00	$300.00	$300.00	$300.00	$300.00	$300.00	$300.00	$300.00	*$1,800.00*	1%
Interest Expense (20 Yr)	$6,533.74	$6,533.74	$6,533.74	$6,533.74	$6,533.74	$6,533.74	$6,533.74	$6,533.74	$6,533.74	$6,533.74	$6,533.74	$6,533.74	*$78,404.85*	39%
Capital Amortization (20 Yr)	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	*$0.00*	0%
Trail Supplies	$0.00	$0.00	$0.00	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$0.00	*$6,000.00*	3%
Electric (Shop)	$300.00	$300.00	$300.00	$300.00	$500.00	$500.00	$500.00	$500.00	$500.00	$500.00	$300.00	$300.00	*$3,000.00*	1%
Shop Supplies	$0.00	$0.00	$0.00	$500.00	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$1,000.00	$500.00	$0.00	*$6,000.00*	3%
Heavy Equipment (sub)	$0.00	$0.00	$0.00	$0.00	$4,500.00	$4,500.00	$4,500.00	$4,500.00	$4,500.00	$4,500.00	$0.00	$0.00	*$27,000.00*	13%
Salaries (FT seasonal)	$0.00	$0.00	$0.00	$13,440.00	$13,440.00	$13,440.00	$13,440.00	$13,440.00	$13,440.00	$13,440.00	$0.00	$0.00	*$80,640.00*	40%
Total Expenses	*$8,633.74*	*$8,633.74*	*$8,633.74*	*$25,073.74*	*$30,273.74*	*$30,273.74*	*$30,273.74*	*$30,273.74*	*$30,273.74*	*$30,273.74*	*$11,633.74*	*$8,633.74*	*$201,909.90*	
Net Gain (Loss) - Trails	**($4,467.07)**	**($4,467.07)**	**($4,467.07)**	**($20,907.07)**	**($26,107.07)**	**($25,544.57)**	**($23,669.57)**	**($23,669.57)**	**($25,544.57)**	**($25,544.57)**	**($7,467.07)**	**($4,467.00)**	**($145,347.40)**	

MODEL ASSUMPTIONS
Staff Salaries and Benefits

Full Time Seasonal	$2,688 Month

Staffing Requirements	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Full Time Seasonal Staff	0	0	0	4	4	4	4	4	4	4	0	0

Event Attendance

Small Event	150
Medium Event	500
Large Event	1000
Average gate fee per attendee	$15.00

Number of Events/Month	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Small Event	0	0	0	0	0	1	1	1	1	1	0	0
Medium Event	0	0	0	0	0	0	1	1	0	0	0	0
Large Event	0	0	0	0	0	0	0	0	0	0	0	0

Event Revenue	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***
Small Event	$0.00	$0.00	$0.00	$0.00	$0.00	$562.50	$562.50	$562.50	$562.50	$562.50	$0.00	$0.00	*$2,813*
Medium Event	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$1,875.00	$1,875.00	$0.00	$0.00	$0.00	$0.00	*$3,750*
Large Event	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	*$0*
Total Event Revenue	$0.00	$0.00	$0.00	$0.00	$0.00	$562.50	$2,437.50	$2,437.50	$562.50	$562.50	$0.00	$0.00	*$6,563*

JERICHO MOUNTAIN STATE PARK
YEAR 3 OPERATIONS MODEL
Prepared By Horizons Engineering, P.L.L.C.
November 2006

CAMPGROUND AND PARK

Income	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***	***Percent of Total***
Facility Fees	$54	$54	$54	$543	$1,358	$8,145	$17,648	$17,648	$8,145	$2,715	$2,715	$54	*$59,133*	18%
Remote Camp Sites	$58	$58	$58	$577	$1,443	$8,658	$18,759	$18,759	$8,658	$2,886	$2,886	$58	*$62,857*	19%
Tent Camp Sites	$179	$179	$179	$1,786	$4,464	$26,784	$58,032	$58,032	$26,784	$8,928	$8,928	$179	*$194,452*	58%
RV Camp Sites	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Showers	$17	$17	$17	$171	$428	$2,570	$5,569	$5,569	$2,570	$857	$857	$17	*$18,661*	6%
Pavilion Rentals	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Concessions	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
ATV Wash	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Canoe/Kayak Rentals	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Total Revenue	*$308*	*$308*	*$308*	*$3,077*	*$7,693*	*$46,157*	*$100,008*	*$100,008*	*$46,157*	*$15,386*	*$15,386*	*$308*	*$335,103*	
Expenses														
Supplies	$500	$500	$500	$500	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$500	$500	*$16,200*	2%
Telephone	$150	$150	$150	$150	$300	$300	$300	$300	$300	$300	$150	$150	*$2,700*	0%
Contract Repairs (sub)	$0	$0	$0	$0	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$0	$0	*$6,000*	1%
In House Repairs	$0	$0	$0	$0	$500	$500	$500	$500	$500	$500	$0	$0	*$3,000*	0%
Heating Fuel	$500	$500	$500	$100	$0	$0	$0	$0	$0	$100	$100	$500	*$2,300*	0%
Vehicles	$1,000	$1,000	$1,000	$1,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$1,000	$1,000	*$18,000*	2%
Advertising	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	*$6,000*	1%
Insurance	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	*$24,000*	3%
Office Equipment	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	*$2,400*	0%
Trash Removal	$200	$200	$200	$200	$1,000	$2,000	$5,000	$5,000	$2,000	$1,000	$200	$200	*$17,200*	2%
Wash Station	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Interest Expense (20 Yr)	$30,006	$30,006	$30,006	$30,006	$30,006	$30,006	$30,006	$30,006	$30,006	$30,006	$30,006	$30,006	*$360,076*	44%
Capital Amortization (20 Yr)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Electric	$400	$400	$400	$400	$800	$1,200	$1,800	$1,800	$1,200	$800	$400	$400	*$10,000*	1%
Misc Expenses	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	*$3,600*	0%
Water/Sewer	$100	$100	$100	$100	$500	$500	$500	$500	$500	$500	$100	$100	*$3,600*	0%
Salaries / Benefits (FT)	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	*$119,988*	15%
Salaries (PT)	$6,720	$6,720	$6,720	$6,720	$13,440	$40,320	$40,320	$40,320	$40,320	$13,440	$6,720	$6,720	*$228,480*	28%
Total Expenses	*$52,575*	*$52,575*	*$52,575*	*$52,175*	*$64,745*	*$93,025*	*$96,625*	*$96,625*	*$93,025*	*$64,845*	*$52,175*	*$52,575*	*$823,544*	
Net Gain (Loss) - Park	**($52,268)**	**($52,268)**	**($52,268)**	**($49,098)**	**($57,052)**	**($46,868)**	**$3,382**	**$3,382**	**($46,868)**	**($49,460)**	**($36,790)**	**($52,268)**	**($488,441)**	
Net Gain (Loss) - Trails	**($4,467)**	**($4,467)**	**($4,467)**	**($18,667)**	**($23,305)**	**($11,430)**	**($5,742)**	**($5,742)**	**($11,430)**	**($23,305)**	**($7,467)**	**($4,467)**	**($76,220)**	
Total Net Gain (Loss)	**($56,735)**	**($56,735)**	**($56,735)**	**($67,765)**	**($80,357)**	**($58,298)**	**($2,360)**	**($2,360)**	**($58,298)**	**($72,764)**	**($44,257)**	**($56,735)**	**($564,661)**	

MODEL ASSUMPTIONS

Usage Per Month	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Remote Camp Site Days	2	2	2	16	39	234	507	507	234	78	78	2
Tent Camp Site Days	6	6	6	56	140	837	1814	1814	837	279	279	6
RV Camp Site Days	0	0	0	0	0	0	0	0	0	0	0	0
Campground and Park Occupancy	0%	0%	0%	2%	5%	30%	65%	65%	30%	10%	10%	0%
Canoe/Kayak Rentals	0	0	0	0	0	0	0	0	0	0	0	0
Facility Day Pass	11	11	11	109	272	1629	3530	3530	1629	543	543	11
Pavilion Rentals	0	0	0	0	0	0	0	0	0	0	0	0
ATV Wash	4	4	4	36	90	540	1170	1170	540	180	180	4
4x4 Day Passes	0	0	0	0	0	400	500	500	400	0	0	0
CCC of Park	300											

Fees

RV Camp Sites	$42	Night
Tent Camp Sites	$32	Night
Remote Sites	$37	Night
Canoe/Kayak Rentals	$25	Day
Facility Day Fee	$5	Day
Pavilion Rental	$100	Day
ATV Wash	$3	Each
Showers	$3	Each
4x4 Day Pass	$25	Each

Staff Salaries and Benefits

Full Time	$5,000	Month
Part Time	$1,344	Month

Staffing Requirements	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Full Time Staff	2	2	2	2	2	2	2	2	2	2	2	2
Part Time Staff	5	5	5	5	10	30	30	30	30	10	5	5

Facility Inventory	Number of Sites Available
RV Sites	0
Tent Sites	93
Remote Sites	26
Pavilions	0

JERICHO MOUNTAIN STATE PARK
YEAR 3 OPERATIONS MODEL – TRAILS

Prepared By Horizons Engineering, P.L.L.C.
November 2006

TRAILS

Revenue	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***	**Percent of Total**
One-Day 4x4 Trail Stickers	$0	$0	$0	$0	$0	$10,000	$12,500	$12,500	$10,000	$0	$0	$0	*$45,000*	40%
DRED Trail Grant Funding	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	*$50,000*	45%
Trail Events	$0	$0	$0	$0	$563	$2,438	$5,625	$5,625	$2,438	$563	$0	$0	*$17,250*	15%
Total Revenue	*$4,167*	*$4,167*	*$4,167*	*$4,167*	*$4,729*	*$16,604*	*$22,292*	*$22,292*	*$16,604*	*$4,729*	*$4,167*	*$4,167*	*$112,250*	
Expenses														
Vehicles and Equipment	1500	1500	1500	3000	$3,000	$3,000	$3,000	$3,000	$3,000	$3,000	$3,000	$1,500	*$18,000*	10%
Insurance	300	300	300	300	$300	$300	$300	$300	$300	$300	$300	$300	*$1,800*	1%
Interest Expense (20 Yr)	$6,534	$6,534	$6,534	$6,534	$6,534	$6,534	$6,534	$6,534	$6,534	$6,534	$6,534	$6,534	*$78,405*	42%
Capital Amortization (20 Yr)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Trail Supplies	$0	$0	$0	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$0	*$6,000*	3%
Electric (Shop)	$300	$300	$300	$300	$500	$500	$500	$500	$500	$500	$300	$300	*$3,000*	2%
Shop Supplies	$0	$0	$0	$500	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$500	$0	*$6,000*	3%
Heavy Equipment (sub)	$0	$0	$0	$0	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$0	$0	*$27,000*	14%
Salaries (FT seasonal)	$0	$0	$0	$11,200	$11,200	$11,200	$11,200	$11,200	$11,200	$11,200	$0	$0	*$67,200*	36%
Total Expenses	*$8,634*	*$8,634*	*$8,634*	*$22,834*	*$28,034*	*$28,034*	*$28,034*	*$28,034*	*$28,034*	*$28,034*	*$11,634*	*$8,634*	*$188,470*	
Net Gain (Loss) - Trails	**($4,467)**	**($4,467)**	**($4,467)**	**($18,667)**	**($23,305)**	**($11,430)**	**($5,742)**	**($5,742)**	**($11,430)**	**($23,305)**	**($7,467)**	**($4,467)**	**($76,220)**	

MODEL ASSUMPTIONS

Staff Salaries and Benefits

Full Time Seasonal $2,240 Month

Staffing Requirements	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Full Time Seasonal Staff	0	0	0	4	4	4	4	4	4	4	0	0

Event Attendance

Small Event	150
Medium Event	500
Large Event	1000
Average gate fee per attendee	$15.00

Number of Events/Month	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***
Small Event	0	0	0	0	1	1	0	0	1	1	0	0	*4*
Medium Event	0	0	0	0	0	1	1	1	1	0	0	0	*4*
Large Event	0	0	0	0	0	0	1	1	0	0	0	0	*2*

Event Revenue	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***
Small Event	$0.00	$0.00	$0.00	$0.00	$562.50	$562.50	$0.00	$0.00	$562.50	$562.50	$0.00	$0.00	*$2,250*
Medium Event	$0.00	$0.00	$0.00	$0.00	$0.00	$1,875.00	$1,875.00	$1,875.00	$1,875.00	$0.00	$0.00	$0.00	*$7,500*
Large Event	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$3,750.00	$3,750.00	$0.00	$0.00	$0.00	$0.00	*$7,500*
Total Event Revenue	$0.00	$0.00	$0.00	$0.00	$562.50	$2,437.50	$5,625.00	$5,625.00	$2,437.50	$562.50	$0.00	$0.00	*$17,250*

JERICHO MOUNTAIN STATE PARK
YEAR 4 OPERATIONS MODEL
Prepared By Horizons Engineering, P.L.L.C.
November 2006

CAMPGROUND AND PARK

Revenue	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***	***Percent of Total***
Facility Fees	$60	$60	$60	$600	$1,500	$9,000	$19,500	$19,500	$9,000	$3,000	$3,000	$60	*$65,340*	13%
Remote Camp Sites	$58	$58	$58	$577	$1,443	$8,658	$18,759	$18,759	$8,658	$2,886	$2,886	$58	*$62,857*	13%
Tent Camp Sites	$179	$179	$179	$1,786	$4,464	$26,784	$58,032	$58,032	$26,784	$8,928	$8,928	$179	*$194,452*	40%
RV Camp Sites	$0	$0	$0	$0	$0	$0	$0	$66,339	$30,618	$10,206	$10,206	$204	*$117,573*	24%
Showers	$29	$29	$29	$288	$720	$4,320	$9,360	$9,360	$4,320	$1,440	$1,440	$29	*$31,363*	6%
Pavilion Rentals	$0	$0	$0	$0	$210	$1,260	$2,730	$2,730	$1,260	$420	$0	$8	*$8,618*	2%
Concessions	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
ATV Wash	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Canoe/Kayak Rentals	$0	$0	$0	$0	$152	$911	$1,974	$1,974	$911	$304	$0	$0	*$6,227*	1%
Total Revenue	*$325*	*$325*	*$325*	*$3,251*	*$8,489*	*$50,933*	*$110,355*	*$176,694*	*$81,551*	*$27,184*	*$26,460*	*$538*	*$486,431*	
Expenses														
Supplies	$500	$500	$500	$500	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$500	$500	*$16,200*	2%
Telephone	$150	$150	$150	$150	$300	$300	$300	$300	$300	$300	$150	$150	*$2,700*	0%
Contract Repairs (sub)	$0	$0	$0	$0	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$0	$0	*$6,000*	1%
In House Repairs	$0	$0	$0	$0	$500	$500	$500	$500	$500	$500	$0	$0	*$3,000*	0%
Heating Fuel	$500	$500	$500	$100	$0	$0	$0	$0	$0	$100	$100	$500	*$2,300*	0%
Vehicles	$1,000	$1,000	$1,000	$1,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$1,000	$1,000	*$18,000*	2%
Advertising	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	*$6,000*	1%
Insurance	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	*$24,000*	3%
Office Equipment	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	*$2,400*	0%
Trash Removal	$200	$200	$200	$200	$1,000	$2,000	$5,000	$5,000	$2,000	$1,000	$200	$200	*$17,200*	2%
Wash Station	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Interest Expense (20 Yr)	$30,006	$30,006	$30,006	$30,006	$30,006	$30,006	$30,006	$30,006	$30,006	$30,006	$30,006	$30,006	*$360,076*	44%
Capital Amortization (20 Yr)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Electric	$400	$400	$400	$400	$800	$1,200	$1,800	$1,800	$1,200	$800	$400	$400	*$10,000*	1%
Misc Expenses	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	*$3,600*	0%
Water/Sewer	$100	$100	$100	$100	$500	$500	$500	$500	$500	$500	$100	$100	*$3,600*	0%
Salaries / Benefits (FT)	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	*$119,988*	15%
Salaries (PT)	$6,720	$6,720	$6,720	$6,720	$13,440	$40,320	$40,320	$40,320	$40,320	$13,440	$6,720	$6,720	*$228,480*	28%
Total Expenses	*$52,575*	*$52,575*	*$52,575*	*$52,175*	*$64,745*	*$93,025*	*$96,625*	*$96,625*	*$93,025*	*$64,845*	*$52,175*	*$52,575*	*$823,544*	
Net Gain (Loss) - Park	**($52,250)**	**($52,250)**	**($52,250)**	**($48,925)**	**($56,256)**	**($42,092)**	**$13,730**	**$80,069**	**($11,474)**	**($37,662)**	**($25,715)**	**($52,038)**	**($337,113)**	
Net Gain (Loss) - Trails	**($4,467)**	**($4,467)**	**($4,467)**	**($18,667)**	**($23,305)**	**($11,430)**	**($5,742)**	**($5,742)**	**($11,430)**	**($23,305)**	**($7,467)**	**($4,467)**	**($77,592)**	
Total Net Gain (Loss)	**($56,717)**	**($56,717)**	**($56,717)**	**($67,592)**	**($79,561)**	**($53,522)**	**$7,988**	**$74,327**	**($22,904)**	**($60,966)**	**($33,182)**	**($56,505)**	**($414,705)**	

MODEL ASSUMPTIONS

Usage Per Month	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Remote Camp Site Days	2	2	2	16	39	234	507	507	234	78	78	2
Tent Camp Site Days	6	6	6	56	140	837	1814	1814	837	279	279	6
RV Camp Site Days	5	5	5	49	122	729	1580	1580	729	243	243	5
Campground and Park Occupancy	0%	0%	0%	2%	5%	30%	65%	65%	30%	10%	10%	0%
Canoe/Kayak Rentals	0	0	0	0	6	36	79	79	36	12	0	0
Facility Day Pass	12	12	12	120	300	1800	3900	3900	1800	600	600	12
Pavilion Rentals	0	0	0	1	2	13	27	27	13	4	0	0
ATV Wash	5	5	5	48	120	720	1560	1560	720	240	240	5
4x4 Day Passes	0	0	0	0	0	400	500	500	400	0	0	0
CCC of Park	400											

Fees

RV Camp Sites	$42	Night
Tent Camp Sites	$32	Night
Remote Sites	$37	Night
Canoe/Kayak Rentals	$25	Day
Facility Day Fee	$5	Day
Pavilion Rental	$100	Day
ATV Wash	$3	Each
Showers	$3	Each
4x4 Day Pass	$25	Each

Staff Salaries and Benefits

Full Time	$5,000	Month
Part Time	$1,344	Month

Staffing Requirements	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Full Time Staff	2	2	2	2	2	2	2	2	2	2	2	2
Part Time Staff	5	5	5	5	10	30	30	30	30	10	5	5

Facility Inventory	Number of Sites Available
RV Sites	81
Tent Sites	93
Remote Sites	26
Pavilions	7

JERICHO MOUNTAIN STATE PARK
YEAR 4 OPERATIONS MODEL – TRAILS

Prepared By Horizons Engineering, P.L.L.C.
November 2006

TRAILS

Revenue	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***	**Percent of Total**
One-Day 4x4 Trail Stickers	$0	$0	$0	$0	$0	$10,000	$12,500	$12,500	$10,000	$0	$0	$0	*$45,000*	40%
DRED Trail Grant Funding	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	*$50,000*	45%
Trail Events	$0	$0	$0	$0	$563	$2,438	$5,625	$5,625	$2,438	$563	$0	$0	*$17,250*	15%
Total Revenue	*$4,167*	*$4,167*	*$4,167*	*$4,167*	*$4,729*	*$16,604*	*$22,292*	*$22,292*	*$16,604*	*$4,729*	*$4,167*	*$4,167*	*$112,250*	
Expenses														
Vehicles and Equipment	1500	1500	1500	3000	$3,000	$3,000	$3,000	$3,000	$3,000	$3,000	$3,000	$1,500	*$18,000*	9%
Insurance	300	300	300	300	$300	$300	$300	$300	$300	$300	$300	$300	*$1,800*	1%
Interest Expense (20 Yr)	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	*$84,495*	45%
Capital Amortization (20 Yr)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Trail Supplies	0	0	0	1000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$0	*$6,000*	3%
Electric (Shop)	300	300	300	300	$500	$500	$500	$500	$500	$500	$300	$300	*$3,000*	2%
Shop Supplies	0	0	0	500	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$500	$0	*$6,000*	3%
Heavy Equipment (sub)	0	0	0	0	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$0	$0	*$27,000*	14%
Salaries (FT seasonal)	$0	$0	$0	$10,752	$10,752	$10,752	$10,752	$10,752	$10,752	$10,752	$0	$0	*$64,512*	34%
Total Expenses	*$9,141*	*$9,141*	*$9,141*	*$22,893*	*$28,093*	*$28,093*	*$28,093*	*$28,093*	*$28,093*	*$28,093*	*$12,141*	*$9,141*	*$189,842*	
Net Gain (Loss) - Trails	**($4,975)**	**($4,975)**	**($4,975)**	**($18,727)**	**($23,364)**	**($11,489)**	**($5,802)**	**($5,802)**	**($11,489)**	**($23,364)**	**($7,975)**	**($4,975)**	**($77,592)**	

MODEL ASSUMPTIONS

Staff Salaries and Benefits

Full Time Seasonal $2,688 Month

Staffing Requirements	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Full Time Seasonal Staff	0	0	0	4	4	4	4	4	4	4	0	0

Event Attendance

Small Event	150
Medium Event	500
Large Event	1000
Average gate fee per attendee	$15.00

Number of Events/Month	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***
Small Event	0	0	0	0	1	1	0	0	1	1	0	0	*4*
Medium Event	0	0	0	0	0	1	1	1	1	0	0	0	*4*
Large Event	0	0	0	0	0	0	1	1	0	0	0	0	*2*

Event Revenue	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***
Small Event	$0.00	$0.00	$0.00	$0.00	$562.50	$562.50	$0.00	$0.00	$562.50	$562.50	$0.00	$0.00	*$2,250*
Medium Event	$0.00	$0.00	$0.00	$0.00	$0.00	$1,875.00	$1,875.00	$1,875.00	$1,875.00	$0.00	$0.00	$0.00	*$7,500*
Large Event	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$3,750.00	$3,750.00	$0.00	$0.00	$0.00	$0.00	*$7,500*
Total Event Revenue	$0.00	$0.00	$0.00	$0.00	$562.50	$2,437.50	$5,625.00	$5,625.00	$2,437.50	$562.50	$0.00	$0.00	*$17,250*

JERICHO MOUNTAIN STATE PARK
YEAR 5 OPERATIONS MODEL
Prepared By Horizons Engineering, P.L.L.C.
November 2006

FINANCIAL MODEL

Income	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***	***Percent of Total***
Facility Fees	$101	$101	$101	$1,008	$2,520	$15,120	$32,760	$32,760	$15,120	$5,040	$5,040	$101	*$109,771*	16%
Remote Camp Sites	$58	$58	$58	$577	$1,443	$8,658	$18,759	$18,759	$8,658	$2,886	$2,886	$58	*$62,857*	9%
Tent Camp Sites	$179	$179	$179	$1,786	$4,464	$26,784	$58,032	$58,032	$26,784	$8,928	$8,928	$179	*$194,452*	28%
RV Camp Sites	$204	$204	$204	$2,041	$5,103	$30,618	$66,339	$66,339	$30,618	$10,206	$10,206	$204	*$222,287*	32%
Showers	$29	$29	$29	$288	$720	$4,320	$9,360	$9,360	$4,320	$1,440	$1,440	$29	*$31,363*	5%
Pavilion Rentals	$0	$0	$0	$0	$210	$1,260	$2,730	$2,730	$1,260	$420	$0	$8	*$8,618*	1%
Concessions	$1,023	$1,023	$1,023	$1,229	$1,572	$4,429	$8,430	$8,430	$4,429	$2,143	$2,143	$1,023	*$36,895*	5%
ATV Wash	$0	$0	$0	$0	$482	$2,894	$6,271	$6,271	$2,894	$965	$0	$0	*$19,778*	3%
Canoe/Kayak Rentals	$0	$0	$0	$0	$152	$911	$1,974	$1,974	$911	$304	$0	$0	*$6,227*	1%
Total Revenue	*$1,593*	*$1,593*	*$1,593*	*$6,929*	*$16,666*	*$94,995*	*$204,655*	*$204,655*	*$94,995*	*$32,332*	*$30,643*	*$1,601*	*$692,248*	
Expenses														
Supplies	$500	$500	$500	$500	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$500	$500	*$16,200*	2%
Telephone	$150	$150	$150	$150	$300	$300	$300	$300	$300	$300	$150	$150	*$2,700*	0%
Contract Repairs (sub)	$0	$0	$0	$0	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$0	$0	*$6,000*	1%
In House Repairs	$0	$0	$0	$0	$500	$500	$500	$500	$500	$500	$0	$0	*$3,000*	0%
Heating Fuel	$500	$500	$500	$100	$0	$0	$0	$0	$0	$100	$100	$500	*$2,300*	0%
Vehicles	$1,000	$1,000	$1,000	$1,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$1,000	$1,000	*$18,000*	2%
Advertising	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	*$6,000*	1%
Insurance	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	*$24,000*	3%
Office Equipment	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	*$2,400*	0%
Trash Removal	$200	$200	$200	$200	$1,000	$2,000	$5,000	$5,000	$2,000	$1,000	$200	$200	*$17,200*	2%
Wash Station	$0	$0	$0	$0	$400	$1,000	$2,000	$2,000	$1,000	$400	$0	$0	*$6,800*	1%
Interest Expense (20 Yr)	$34,319	$34,319	$34,319	$34,319	$34,319	$34,319	$34,319	$34,319	$34,319	$34,319	$34,319	$34,319	*$411,826*	47%
Capital Amortization (20 Yr)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Electric	$400	$400	$400	$400	$800	$1,200	$1,800	$1,800	$1,200	$800	$400	$400	*$10,000*	1%
Misc Expenses	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	*$3,600*	0%
Water/Sewer	$100	$100	$100	$100	$500	$500	$500	$500	$500	$500	$100	$100	*$3,600*	0%
Salaries / Benefits (FT)	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	*$119,988*	14%
Salaries (PT)	$6,720	$6,720	$6,720	$6,720	$13,440	$40,320	$40,320	$40,320	$40,320	$13,440	$6,720	$6,720	*$228,480*	26%
Total Expenses	*$56,888*	*$56,888*	*$56,888*	*$56,488*	*$69,458*	*$98,338*	*$102,938*	*$102,938*	*$98,338*	*$69,558*	*$56,488*	*$56,888*	*$882,094*	
Net Gain (Loss) - Park	**($55,295)**	**($55,295)**	**($55,295)**	**($49,559)**	**($52,792)**	**($3,343)**	**$101,717**	**$101,717**	**($3,343)**	**($37,226)**	**($25,845)**	**($55,287)**	**($189,846)**	
Net Gain (Loss) - Trails	**($4,467)**	**($4,467)**	**($4,467)**	**($18,667)**	**($23,305)**	**($11,430)**	**($5,742)**	**($5,742)**	**($11,430)**	**($23,305)**	**($7,467)**	**($4,467)**	**($77,592)**	
Total Net Gain (Loss)	**($59,762)**	**($59,762)**	**($59,762)**	**($68,226)**	**($76,097)**	**($14,773)**	**$95,975**	**$95,975**	**($14,773)**	**($60,531)**	**($33,312)**	**($59,754)**	**($267,438)**	

MODEL ASSUMPTIONS

Usage Per Month	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Remote Camp Site Days	2	2	2	16	39	234	507	507	234	78	78	2
Tent Camp Site Days	6	6	6	56	140	837	1814	1814	837	279	279	6
RV Camp Site Days	5	5	5	49	122	729	1580	1580	729	243	243	5
Campground and Park Occupancy	0%	0%	0%	2%	5%	30%	65%	65%	30%	10%	10%	0%
Canoe/Kayak Rentals	0	0	0	0	6	36	79	79	36	12	0	0
Facility Day Pass	20	20	20	202	504	3024	6552	6552	3024	1008	1008	20
Pavilion Rentals	0	0	0	1	2	13	27	27	13	4	0	0
ATV Wash	0	0	0	64	161	965	2090	2090	965	322	0	0
4x4 Day Passes	0	0	0	0	0	400	500	500	400	0	0	0
CCC of Park	536											

FEES

RV Camp Sites	$42	Night
Tent Camp Sites	$32	Night
Remote Sites	$37	Night
Canoe/Kayak Rentals	$25	Day
Facility Day Fee	$5	Day
Pavilion Rental	$100	Day
ATV Wash	$3	Each
Showers	$3	Each
4x4 Day Pass	$25	Each

Staff Salaries and Benefits

Full Time	$5,000	Month
Part Time	$1,344	Month

Assumed Staffing Requirements	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Full Time Staff	2	2	2	2	2	2	2	2	2	2	2	2
Part Time Staff	5	5	5	5	10	30	30	30	30	10	5	5

Facility Inventory	Number of Sites Available
RV Sites	81
Tent Sites	93
Remote Sites	26
Pavilions	7

JERICHO MOUNTAIN STATE PARK
YEAR 5 OPERATIONS MODEL – TRAILS

Prepared By Horizons Engineering, P.L.L.C.
November 2006

TRAILS

Revenue	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***	**Percent of Total**
One-Day 4x4 Trail Stickers	$0	$0	$0	$0	$0	$10,000	$12,500	$12,500	$10,000	$0	$0	$0	*$45,000*	40%
DRED Trail Grant Funding	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	*$50,000*	45%
Trail Events	$0	$0	$0	$0	$563	$2,438	$5,625	$5,625	$2,438	$563	$0	$0	*$17,250*	15%
Total Revenue	*$4,167*	*$4,167*	*$4,167*	*$4,167*	*$4,729*	*$16,604*	*$22,292*	*$22,292*	*$16,604*	*$4,729*	*$4,167*	*$4,167*	*$112,250*	
Expenses														
Vehicles and Equipment	1500	1500	1500	3000	$3,000	$3,000	$3,000	$3,000	$3,000	$3,000	$3,000	$1,500	*$18,000*	9%
Insurance	300	300	300	300	$300	$300	$300	$300	$300	$300	$300	$300	*$1,800*	1%
Interest Expense (20 Yr)	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	*$84,495*	45%
Capital Amortization (20 Yr)	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0	*$0*	0%
Trail Supplies	0	0	0	1000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$0	*$6,000*	3%
Electric (Shop)	300	300	300	300	$500	$500	$500	$500	$500	$500	$300	$300	*$3,000*	2%
Shop Supplies	0	0	0	500	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$500	$0	*$6,000*	3%
Heavy Equipment (sub)	0	0	0	0	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$0	$0	*$27,000*	14%
Salaries (FT seasonal)	$0	$0	$0	$10,752	$10,752	$10,752	$10,752	$10,752	$10,752	$10,752	$0	$0	*$64,512*	34%
Total Expenses	*$9,141*	*$9,141*	*$9,141*	*$22,893*	*$28,093*	*$28,093*	*$28,093*	*$28,093*	*$28,093*	*$28,093*	*$12,141*	*$9,141*	*$189,842*	
Net Gain (Loss) - Trails	**($4,975)**	**($4,975)**	**($4,975)**	**($18,727)**	**($23,364)**	**($11,489)**	**($5,802)**	**($5,802)**	**($11,489)**	**($23,364)**	**($7,975)**	**($4,975)**	**($77,592)**	

MODEL ASSUMPTIONS

Staff Salaries

Full Time Seasonal $2,688 Month (per employee)

Assumed Staffing Requirement	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Full Time Seasonal Staff	0	0	0	4	4	4	4	4	4	4	0	0

Assumed Event Attendance

Small Event	150
Medium Event	500
Large Event	1000
Average gate fee per attendee	$15.00

Number of Events/Month	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***
Small Event	0	0	0	0	1	1		0	1	1	0	0	*4*
Medium Event	0	0	0	0	0	1	1	1	1	0	0	0	*4*
Large Event	0	0	0	0	0	0	1	1	0	0	0	0	*2*

Event Revenue	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***
Small Event	$0.00	$0.00	$0.00	$0.00	$562.50	$562.50	$0.00	$0.00	$562.50	$562.50	$0.00	$0.00	*$2,250*
Medium Event	$0.00	$0.00	$0.00	$0.00	$0.00	$1,875.00	$1,875.00	$1,875.00	$1,875.00	$0.00	$0.00	$0.00	*$7,500*
Large Event	$0.00	$0.00	$0.00	$0.00	$0.00	$0.00	$3,750.00	$3,750.00	$0.00	$0.00	$0.00	$0.00	*$7,500*
Total Event Revenue	$0.00	$0.00	$0.00	$0.00	$562.50	$2,437.50	$5,625.00	$5,625.00	$2,437.50	$562.50	$0.00	$0.00	*$17,250*

JERICHO MOUNTAIN STATE PARK
YEARS 6-10 ANNUAL OPERATIONS MODEL
Prepared By Horizons Engineering, P.L.L.C.
November, 2006

FINANCIAL MODEL

Revenue	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***	**Percent of Total**
Facility Entrance Fees	$500	$500	$500	$500	$2,520	$15,120	$32,760	$32,760	$15,120	$5,040	$5,040	$500	*$110,860*	16%
Remote Camp Sites	$58	$58	$58	$577	$1,443	$8,658	$18,759	$18,759	$8,658	$2,886	$2,886	$58	*$62,857*	9%
Tent Camp Sites	$179	$179	$179	$1,786	$4,464	$26,784	$58,032	$58,032	$26,784	$8,928	$8,928	$179	*$194,452*	28%
RV Camp Sites	$204	$204	$204	$2,041	$5,103	$30,618	$66,339	$66,339	$30,618	$10,206	$10,206	$204	*$222,287*	32%
Showers	$29	$29	$29	$288	$720	$4,320	$9,360	$9,360	$4,320	$1,440	$1,440	$29	*$31,363*	5%
Pavilion Rentals	$0	$0	$0	$0	$210	$1,260	$2,730	$2,730	$1,260	$420	$0	$0	*$8,610*	1%
Concessions	$1,103	$1,103	$1,103	$1,127	$1,572	$4,429	$8,430	$8,430	$4,429	$2,143	$2,143	$1,103	*$37,112*	5%
ATV Wash	$0	$0	$0	$0	$482	$2,894	$6,271	$6,271	$2,894	$965	$965	$67	*$20,810*	3%
Canoe/Kayak Rentals	$0	$0	$0	$0	$152	$911	$1,974	$1,974	$911	$304	$0	$0	*$6,227*	1%
Total Revenue	*$2,072*	*$2,072*	*$2,072*	*$6,319*	*$16,666*	*$94,995*	*$204,655*	*$204,655*	*$94,995*	*$32,332*	*$31,608*	*$2,139*	*$694,578*	
Expenses														
Supplies	$500	$500	$500	$500	$2,200	$2,200	$2,200	$2,200	$2,200	$2,200	$500	$500	*$16,200*	2%
Telephone	$150	$150	$150	$150	$300	$300	$300	$300	$300	$300	$150	$150	*$2,700*	0%
Contract Repairs (sub)	$0	$0	$0	$1,000	$2,000	$2,000	$2,000	$2,000	$2,000	$1,000	$0	$0	*$12,000*	1%
In House Repairs	$0	$0	$0	$0	$500	$500	$1,000	$1,000	$1,000	$1,000	$0	$0	*$5,000*	0%
Heating Fuel	$500	$500	$500	$100	$0	$0	$0	$0	$0	$100	$100	$500	*$2,300*	0%
Vehicles	$1,000	$1,000	$1,000	$1,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$1,000	$1,000	*$18,000*	2%
Advertising	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	$500	*$6,000*	1%
Insurance	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000	*$24,000*	2%
Office Equipment	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	$200	*$2,400*	0%
Trash Removal	$200	$200	$200	$200	$1,000	$2,000	$5,000	$5,000	$2,000	$1,000	$200	$200	*$17,200*	2%
Wash Station	$0	$0	$0	$0	$200	$1,000	$1,500	$1,500	$1,000	$200	$0	$0	*$5,400*	1%
Interest Expense (20 Yr)	$34,319	$34,319	$34,319	$34,319	$34,319	$34,319	$34,319	$34,319	$34,319	$34,319	$34,319	$34,319	*$411,826*	41%
Capital Amortization (20 Yr)	$9,812	$9,812	$9,812	$9,812	$9,812	$9,812	$9,812	$9,812	$9,812	$9,812	$9,812	$9,812	*$117,744*	12%
Electric	$400	$400	$400	$400	$800	$1,200	$1,800	$1,800	$1,200	$800	$400	$400	*$10,000*	1%
Misc Expenses	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	*$3,600*	0%
Water/Sewer	$100	$100	$100	$100	$500	$500	$500	$500	$500	$500	$100	$100	*$3,600*	0%
Salaries / Benefits (FT)	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	$9,999	*$119,988*	12%
Salaries (PT)	$6,720	$6,720	$6,720	$6,720	$13,440	$40,320	$40,320	$40,320	$40,320	$13,440	$6,720	$6,720	*$228,480*	23%
Total Expenses	*$66,700*	*$66,700*	*$66,700*	*$67,300*	*$80,070*	*$109,150*	*$113,750*	*$113,750*	*$109,650*	*$79,670*	*$66,300*	*$66,700*	*$1,006,438*	
Net Gain (Loss) - Park	**($64,628)**	**($64,628)**	**($64,628)**	**($60,981)**	**($63,404)**	**($14,155)**	**$90,905**	**$90,905**	**($14,655)**	**($47,338)**	**($34,692)**	**($64,561)**	**($311,860)**	
Net Gain (Loss) - Trails	**($6,738)**	**($6,738)**	**($6,738)**	**($20,490)**	**($25,127)**	**($13,252)**	**($7,565)**	**($7,565)**	**($13,252)**	**($25,127)**	**($9,738)**	**($6,738)**	**($149,065)**	
Total Net Gain (Loss)	**($71,366)**	**($71,366)**	**($71,366)**	**($81,470)**	**($88,531)**	**($27,407)**	**$83,341**	**$83,341**	**($27,907)**	**($72,465)**	**($44,430)**	**($71,298)**	**($460,924)**	

MODEL ASSUMPTIONS

Usage Per Month	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Remote Camp Site Days	2	2	2	16	39	234	507	507	234	78	78	2
Tent Camp Site Days	6	6	6	56	140	837	1814	1814	837	279	279	6
RV Camp Site Days	5	5	5	49	122	729	1580	1580	729	243	243	5
Campground and Park Occupancy	0%	0%	0%	2%	5%	30%	65%	65%	30%	10%	10%	0%
Canoe/Kayak Rentals	0	0	0	0	6	36	79	79	36	12	0	0
Facility Day Pass	100	100	100	100	504	3024	6552	6552	3024	1008	1008	100
Pavilion Rentals	0	0	0	1	2	13	27	27	13	4	0	0
ATV Wash	22	22	22	44	161	965	2090	2090	965	322	322	22
4x4 Day Passes	0	0	0	0	0	400	500	500	400	0	0	0
CCC of Park	536											

Fees

RV Camp Sites	$42 Night
Tent Camp Sites	$32 Night
Remote Sites	$37 Night
Canoe/Kayak Rentals	$25 Day
Facility Day Fee	$5 Day
Pavilion Rental	$100 Day
ATV Wash	$3 Each
Showers	$3 Each
4x4 Day Pass	$25 Each

Staff Salaries and Benefits (per employee)

Full Time	$5,000 Month
Part Time	$1,344 Month

Staffing Requirements	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Full Time Staff	2	2	2	2	2	2	2	2	2	2	2	2
Part Time Staff	5	5	5	5	10	30	30	30	30	10	5	5

Facility Inventory	Number of Sites Available
RV Sites	81
Tent Sites	93
Remote Sites	26
Pavilions	7

JERICHO MOUNTAIN STATE PARK
YEARS 6-10 ANNUAL OPERATIONS MODEL – TRAILS

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November 2006

TRAILS

Income	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***	**Percent of Total**
One-Day 4x4 Trail Stickers	$0	$0	$0	$0	$0	$10,000	$12,500	$12,500	$10,000	$0	$0	$0	*$45,000*	40%
DRED Trail Grant Funding	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	$4,167	*$50,000*	45%
Trail Events	$0	$0	$0	$0	$563	$2,438	$5,625	$5,625	$2,438	$563	$0	$0	*$17,250*	15%
Total Revenue	*$4,167*	*$4,167*	*$4,167*	*$4,167*	*$4,729*	*$16,604*	*$22,292*	*$22,292*	*$16,604*	*$4,729*	*$4,167*	*$4,167*	*$112,250*	
Expenses														
Vehicles and Equipment	$1,500	$1,500	$1,500	$3,000	$3,000	$3,000	$3,000	$3,000	$3,000	$3,000	$3,000	$1,500	*$18,000*	7%
Insurance	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	$300	*$1,800*	1%
Interest Expense (20 Yr)	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	$7,041	*$84,495*	32%
Capital Amortization (20 Yr)	$1,763	$1,763	$1,763	$1,763	$1,763	$1,763	$1,763	$1,763	$1,763	$1,763	$1,763	$1,763	*$21,156*	8%
Trail Supplies	$0	$0	$0	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$0	*$6,000*	2%
Electric (Shop)	$300	$300	$300	$300	$500	$500	$500	$500	$500	$500	$300	$300	*$3,000*	1%
Shop Supplies	$0	$0	$0	$500	$1,000	$1,000	$1,000	$1,000	$1,000	$1,000	$500	$0	*$6,000*	2%
Heavy Equipment (sub)	$0	$0	$0	$0	$4,500	$4,500	$4,500	$4,500	$4,500	$4,500	$0	$0	*$27,000*	10%
Salaries (FT seasonal)	$0	$0	$0	$10,752	$10,752	$10,752	$10,752	$10,752	$10,752	$10,752	$0	$0	*$64,512*	25%
Total Expenses	*$10,904*	*$10,904*	*$10,904*	*$24,656*	*$29,856*	*$29,856*	*$29,856*	*$29,856*	*$29,856*	*$29,856*	*$13,904*	*$10,904*	*$261,315*	
Net Gain (Loss) - Trails	**($6,738)**	**($6,738)**	**($6,738)**	**($20,490)**	**($25,127)**	**($13,252)**	**($7,565)**	**($7,565)**	**($13,252)**	**($25,127)**	**($9,738)**	**($6,738)**	**($149,065)**	

MODEL ASSUMPTIONS

Staff Salaries and Benefits

Full Time Seasonal $2,688 Month (per employee)

Staffing Requirements	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**
Full Time Seasonal Staff	0	0	0	4	4	4	4	4	4	4	0	0

Event Attendance

Small Event	150
Medium Event	500
Large Event	1000
Average gate fee per attendee	$15.00

Number of Events/Month	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***
Small Event	0	0	0	0	1	1	0	0	1	1	0	0	*4*
Medium Event	0	0	0	0	0	1	1	1	1	0	0	0	*4*
Large Event	0	0	0	0	0	0	1	1	0	0	0	0	*2*

Event Revenue	**January**	**February**	**March**	**April**	**May**	**June**	**July**	**August**	**September**	**October**	**November**	**December**	***Total***
Small Event	$0	$0	$0	$0	$563	$563	$0	$0	$563	$563	$0	$0	*$2,250*
Medium Event	$0	$0	$0	$0	$0	$1,875	$1,875	$1,875	$1,875	$0	$0	$0	*$7,500*
Large Event	$0	$0	$0	$0	$0	$0	$3,750	$3,750	$0	$0	$0	$0	*$7,500*
Total Event Revenue	$0	$0	$0	$0	$563	$2,438	$5,625	$5,625	$2,438	$563	$0	$0	*$17,250*