

MANAGEMENT CONSIDERATIONS IN OPERATING WATER
AND RELATED LAND BASED RECREATION
ENTERPRISES IN OKLAHOMA

By

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CHAPTER I

INTRODUCTION

The United States is experiencing change that affects our lifestyle, the way we relate to our work, our institutions, our families and ourselves. These changes in lifestyle have resulted in changes in the way Americans recreate. An expanding population which is more affluent, has more leisure time, and is more mobile than in the past is contributing to the increase in the demand for outdoor recreation facilities and areas. Higher participation rates at federal and state recreation areas, legislative actions, voter supported recreation bond issues, recreation equipment sales and the many citizen suggestions to recreation and conservation agencies all are evidences of the increasing importance placed on outdoor recreation by the American Public.

This increasing demand for outdoor recreation has stimulated public officials, responsible for the management of outdoor recreation complexes to seek more effective methods of managing these natural resources. Initial research efforts focused on methods to estimate future recreation demand. Later these public officials began to consider the relationship between recreation opportunities provided by the public sector and those provided by the private sector.

Shifting their attention to the private sector in the 1960's and early 70's, researchers studied the potential of private recreation enterprises to supplement operator income while providing the public

with some recreation alternatives. Most of these studies follow the basic pattern of inventoring enterprises, identifying user and operator characteristics, generating budgets and estimating profit potentials.

In addition to increasing demand for recreation, significant changes have occurred in people's recreation habits and patterns. As income rises past some point the additional income becomes progressively less valuable in terms of leisure given up to earn it. A trade-off occurs as people obtain more leisure time by forgoing the opportunity to earn additional income. As the level of income rises people desire more time to spend it.

Emerging work patterns such as a shorter work week, concentration of leisure into time blocks, a more diversified and flexible work pattern and earlier retirements contribute to the growth in leisure time. Many companies have joined the move to a four day work week as a result of providing incentives for employees to work night or weekend shifts, attempting to attract workers to industries where skilled workers are in short supply, and labor unions bargaining for a shorter work week for their membership. Because of these changes, many employees are able to choose work schedules that will allow them greater flexibility in taking off several consecutive days for recreation pursuits.

Paid vacations and holidays, historically enjoyed by a relatively small percentage of the work force, are becoming more widespread. In 1972, 72 percent of all private nonfarm workers received a paid vacation. From 1960 to 1969 total vacation time increase approximately 50 percent, and the average vacation length increased from 1.8 to 2.2 weeks.

Another factor contributing to the growth of leisure time is a 12-month school term with the normal summer vacation spread throughout

the year. This trend may have substantial impact on recreation resources and programs.

Earlier retirement also has important ramifications for the recreation picture. More Americans are retiring before they reach age 65; as industries and companies make early retirement more financially attractive, this trend will continue.

These trends will not only have an impact on recreation at the national level but also at the state level. Those states able to make efficient use of their recreation resources will receive substantial economic gains. Oklahoma is strategically located, population-wise, and has the natural resources, to be one of these states. In addition two large urban centers, Tulsa and Oklahoma City, contain 44 percent of Oklahoma's population of 2.5 million. These urbanites have a significant impact on the recreation market in Oklahoma.

Outdoor recreation opportunities in Oklahoma historically have been provided by federal and state agencies. However, many Oklahomans as well as out-of-state recreationists prefer the types of recreation facilities provided by private individuals and local units of government. Recognizing the need for recreation facilities provided by both the public and private sector, federal agencies such as the Soil Conservation Service, Farmers Home Administration and Small Business Administration have assisted the development of recreation enterprises.

The loan programs of the Farmers Home Administration and Small Business Administration include direct and participating loans, loan insurance, and loan guarantee programs. These loan programs are intended to supplement rather than replace private credit sources. Loans obtained under these programs usually offer more liberal terms than private credit

sources, such as smaller payments required, longer maturity, and lower interest rates.

The Soil Conservation Service administers the small watershed program. Watershed projects must be started, sponsored, and maintained by units of government such as soil and water conservation districts, municipal governments and state agencies. The federal government can cost share with a sponsor on a basis of 50 percent of the construction costs, land rights, and minimum basic facilities needed for public access to and enjoyment of the recreation area.

General Problem

Although there are several federal agencies which provide financial and technical aid to develop recreation enterprises, many of these enterprises did not yield the operator significant additions to revenue. Some of the private entrepreneurs simply reallocated their resources to other enterprises. Many of the municipally operated recreation enterprises were forced to reduce their scope of activities in favor of other services which local officials considered to be of more importance to their voters. On the other hand, some of these private and municipal recreation enterprises have enjoyed continued success.

The increasing demand for outdoor recreation resulting from increased population, affluence, available leisure time, mobility, and changes in attitudes toward recreation, provides both public agencies and private individuals the incentive to increase development of recreation resources and improve the management of such resources. Many of these recreation resources are located in rural areas and thus have an impact on agricultural land and rural communities.

Public policy planners at the federal, state, and local governmental levels require adequate socio-economic information upon which to base their decisions concerning the development and management of recreation resources. Also private individuals have available limited information dealing with the competitive and complementary relationships of public recreation facilities to make investment decisions involving a recreation complex to serve the public.

Objectives of the Study

The general objective of this study is to provide guidelines needed in the decision making process involving the establishment of a recreation enterprise and managerial guidelines for the operation of a successful, profitable, recreation enterprise in Oklahoma. Specific study objectives are to:

1. Determine the characteristics of private recreation enterprises presently operating.
2. Determine the characteristics of recreation enterprises operated by local municipal governments.
3. Suggest guidelines needed in the decision process to establish a recreation enterprise, and
4. Suggest guidelines to operate a successful or profitable recreation enterprise.

The study objective concerning private recreation enterprise characteristics includes factors such as fixed and variable investment required, labor requirements, facilities available, location and distance of enterprise to the nearest population base, customer visitation trends, and major problems encountered. This information should be useful to private individuals currently operating a recreation enterprise as well as to those considering establishing an enterprise.

The objective of the study dealing with determination of the characteristics of the municipally operated recreation enterprises considers the uses permitted, location factors, facilities available, fee system, future development plans, annual labor costs, visitation trends, problems encountered, and methods of advertising used. Public policy planners should find this information most useful in analyzing the supply of and demand for outdoor recreation by various levels of government.

The first two objectives of the study build a data base to develop the last two study objectives concerning management guidelines for successful establishment and operation of recreation enterprises.

Area of Study

The specific study area focuses on the private recreation enterprises and municipal recreation enterprises in Oklahoma (Figure 1). The private enterprises include rural landowners who have allocated their resources to provide recreation facilities for the public at a fee. These enterprises may be fishing ponds, campgrounds, canoe river floats, youth camps or combinations of these.

The municipal recreation enterprises are generally based upon or related to a city owned lake. Thus, a typical municipal recreation enterprise involves one or many camping and/or picnicking areas around the city lake where various combinations of fishing, boating, water skiing and swimming are permitted.

Few states offer recreationists more dramatic diversity within a relatively small area than Oklahoma. Oklahoma offers residents and visitors a varied terrain from the Panhandle's dry, arid regions to

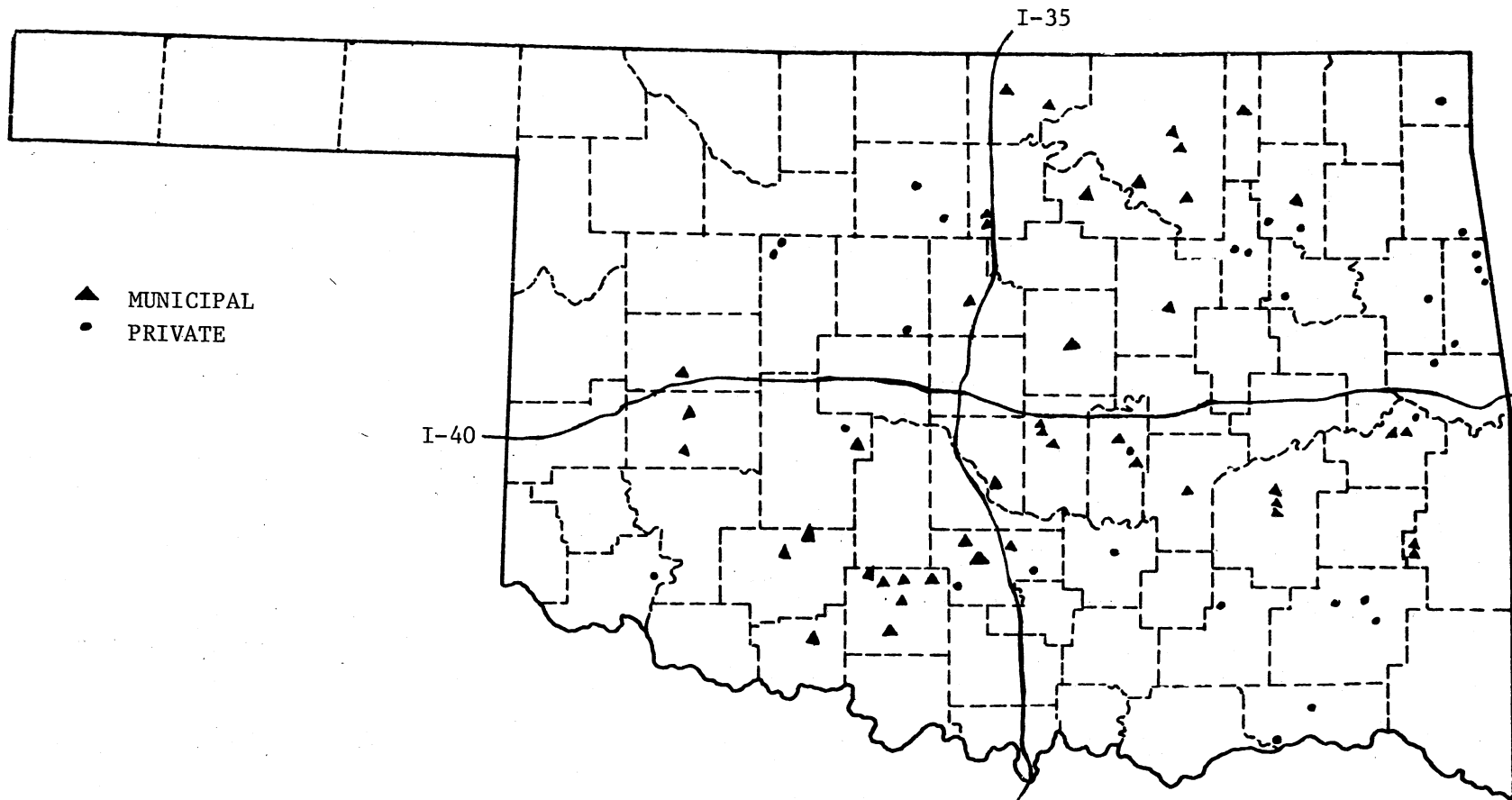


Figure 1. Location of Private Recreation Enterprises and Municipal Lake Recreation Enterprises in 1975 Oklahoma Survey.

northeast's heavily forested, lake dotted region; from south central's flat prairies to the southeast's mountain ranges. However, the greater portion of Oklahoma's geography is composed of rolling plains.

Weather changes in Oklahoma are pronounced from season to season and often from day to day, due to the interaction of arctic air from the north and gulf air from the south. Mean temperatures in Oklahoma ranges between 60°F in northern regions and 64°F in southern regions. Recorded extremes in Oklahoma temperatures are a high of 120°F and low of -27°F or a 147°F range between recorded high and low temperatures in winter and summer months. However, extreme conditions never exist for a long period of time in Oklahoma. The usual average summer high is 80°F and low in winter months averages 40°F .

Average wind velocity in Oklahoma ranges from 14 to 16 miles per hour, with stronger winds frequent in the spring. The prevailing winds are generally from the south in the spring, summer, and early fall, but shift to the north in late fall and winter seasons.

Precipitation in Oklahoma follows the extremes in temperature variation, ranging from 16 inches annually in the northwest to 56 inches in the southeast. Heaviest rainfall occurs in the late spring and early summer. A reverse pattern of snowfall occurs in the state; the extreme Panhandle receives an average of 20 inches of annual snowfall whereas the southeast only receives about 4 inches of snow per year.

Oklahoma is blessed with a great amount of sunshine, with an average of 70 percent of sunshiny days per year. Although much of this sunshine is experienced during the spring, summer and fall months, the state also enjoys many warm, sunny winter days. Thus, sunshine, temperature and other favorable climatic conditions in Oklahoma permit a wide range of recreation activities.

Oklahoma wildlife reflects the geographic and climatic influences. The flora varies from that found in deserts to that found in regions of high rainfall. The hunter, the photographer and the sightseer can find a varied range of birds, from prairie chicken to quail, and animal life from rabbit and fox to antelope and deer. The numerous Oklahoma lakes are often stocked with excellent game fish such as crappie, walleye and large mouth bass. Stream and river fishing is also a popular activity.

Organization of Thesis

The remainder of the thesis is devoted to fulfilling the above objectives. A review of literature and procedure is presented in Chapter II. The operation of private recreation enterprises in Oklahoma is discussed in Chapter III. The major emphasis of Chapter IV is on management considerations for operating private recreation enterprises. The operation of municipal recreation enterprises is presented in Chapter V. Management guidelines for operating municipal lake recreation enterprises are presented in Chapter VI. The summary and conclusions are presented in Chapter VII.

CHAPTER II

REVIEW OF LITERATURE AND PROCEDURE

Outdoor Recreation Demand Studies

Outdoor recreation as an area of research has interested both general and agricultural economists in the last 30 years. The American society has developed into an increasingly leisure oriented society, and the numbers of individuals who visit public recreation areas has rapidly increased. Resource managers charged with providing and maintaining America's recreation resources have a much greater responsibility today. These managers require better information to assure recreationists the opportunity to carry out their various pursuits.

Responding to this need for knowledge about an economic commodity, outdoor recreation, which like other economic commodities satisfies a particular consumer want, economists devoted their early research efforts to estimation of the demand for outdoor recreation. When an economist refers to the demand for an economic good or service, he means the various quantities of the good or services a consumer is willing and able to take off the market at all alternative prices. However, for much of the outdoor recreation in the United States there is no formal market price mechanism. This lack of a market price has presented a problem for researchers attempting demand estimates. This does not imply that recreation is a "free" good, for it competes with other goods

and services for a place in the consumer's budget, a budget of limited money and time.

In absence of market price data, economists turned to various proxies for price such as expenditures on recreation equipment or costs of travel to and from the recreation area, in imputing a demand curve for recreation facilities. From the pioneering suggestions of Hotelling [1], Clawson [2], and Trice and Wood [3] subsequent researchers have devoted their efforts to improving the basic analytical framework based on cost proxies for price.

Knetsch [4] indicated money was not the only constraint facing the recreationist. He felt the time required for recreation to be an important factor in the recreationists' decision to recreate. Other economists such as David Seckler [5] argued that demand curves imputed from price proxies do not measure the diminishing marginal utility of recreation facilities. Instead these demand curves reflect diminishing marginal utility of income. This argument has cast doubt on the accuracy of the consumer's surplus and the monopolist approach to estimating the value of outdoor recreation, since the slope and position of the imputed demand curve were largely a function of income distribution.

Dependence on travel distance as a causal variable and neglect of other relevant demand variables were the major criticisms of the travel cost approach voiced by Cicchetti, Seneca, and Davidson [6]. However, studies by Knetsch [4] and Badger and McNeely [7] were examples of incorporation of socio-economic variables such as income, age, population density and availability of alternative recreation areas.

Other criticisms of early demand estimation studies focused on the aggregation of data which resulted in loss of efficiency since inter-correlation of explanatory variables increased when the data were grouped or averaged. Also, a number of researchers questioned the validity of the travel cost assumption of homogeneity among recreationists from the same distance zone. These researchers believe there is no reason to expect recreationists from the same distance zone to have identical characteristics.

The travel cost approach to estimation of demand has provided useful information for decision makers managing recreation facilities. However, the preceding criticisms indicated an alternative method was needed to improve the accuracy of demand estimates. Several researchers have suggested alternatives based on the contemporary theory of consumer behavior [8].

The Consumer Behavior Approach

Contemporary consumer behavior theory assumes the maximization of a concave utility function subject to a linear budget constraint. For example:

$$\text{Maximize } U = U(x_1, \dots, x_n) \quad (1)$$

$$\text{Subject to } I = p_1 x_1 + \dots + p_n x_n \quad (2)$$

where x_1, \dots, x_n are commodities; p_1, \dots, p_n are prices; and I is income. Given a concave utility function and continuous first and second order partial derivations of the utility and constraint functions, demand functions from the first order conditions are single valued, differentiable and homogeneous of order zero in all prices and income.

Researchers using the contemporary theory of consumer behavior have suggested a number of modifications to adequately estimate demand for recreation. Both Wilson [9] and McConnel [10] argued for consideration of time allocation as part of the consumer's indifference maps. Crowding costs reflected in the consumers utility function was approached by Anderson and Bonsor [12]. Presley [13] used family preference functions as the relevant utility to be maximized.

Recent Trends

The preceding review briefly presents the evolving process of development of better analytical tools for estimating of demand for different types of outdoor recreation activities. Managers of recreation resources need such improved information to evaluate the optimal mix of resources needed to provide maximization of the recreationists' utility.

In addition to methods of demand estimation, decision makers with federal agencies such as the Bureau of Outdoor Recreation, Corps of Engineers, Farmers Home Administration, Forest Service, National Park Service, Soil Conservation Service and others have become interested in information about the relationship of public and private providers of recreation facilities. How much of the demand for recreation alternatives should the federal government provide? What portion of the increasing demand for outdoor recreation facilities should the private sector provide?

Projections for an expanding population, working a shorter work week, and earning increased income indicate increasing pressure on existing public and private outdoor recreation facilities. Recreationists

continue to be concerned about the restrictions private landowners place on their land. On the other hand, landowners are concerned over property losses suffered when private land is subject to uncontrolled recreation use. Perhaps the solution can be found in the development of income producing recreation enterprises.

A number of studies which analyze the potential of private income-producing recreation enterprises have been completed. In the following section these studies will be briefly reviewed.

Studies of Private Recreation

Enterprises

A United States Department of Agriculture publication issued in 1963 points out, "Nearly three-fourths of the land and water in the United States is in private ownership" [14, p. ii]. The publication introduced private landowners to the idea of providing some form of outdoor recreation facilities to a paying public. A discussion of the types of facilities, market potential, income opportunities, investment requirements, legal aspects and typical budgets was included in the publication.

Burns and Black [15] published an Oklahoma Current Farm Economics article dealing with the recreation potentials on upstream flood control structures in Roger Mills County of Oklahoma. The purpose of the study was to analyze current recreation uses of the lakes, user characteristics, limitations to the use of lakes, and additional facilities needed to meet future recreation needs.

Less than half of the lake owners permitted recreation use of the lake by the general public. Forms of abuse of both the lake facilities

and other farm facilities were cited as reasons for closing the lakes to public use. Popular uses of those lakes which were open to the public included: fishing, camping, picnicking, boating, swimming, water skiing and duck hunting. Major users of the lakes were county residents; for example, county residents accounted for 98 percent of the visits of time periods less than one day.

Noting problems in arranging for development and maintenance of facilities and lack of methods to permit equitable sharing in the recreation returns by lake owners, Burns and Black recommended that local leaders consider sponsoring an organization for recreation development.

A study done in Arkansas [16] to determine the opportunity for improving rural family incomes through private recreation enterprises was completed in June of 1963. General enterprise characteristics, resource attributes, and factors to consider in establishing or expanding recreation enterprises all were discussed.

A similar study was undertaken in Ohio to explore possibilities of increasing income by development of recreation enterprises in low income areas of Southern Ohio [17]. The author, Gerald Owens, felt information on capital requirements, expenses, incomes, and management problems would be of value to the Rural Areas Development Program and other efforts to stimulate rural economies.

In 1964 the University of Maine conducted a study of Maine's private campgrounds [18, 19]. The first phase of this two-part study was similar to the emphasis of earlier studies, covering campground size, location, facilities available, types of use, labor requirements, use of publicity and other enterprise characteristics. The second phase

placed emphasis on the study of socio-economic characteristics of the users of the campgrounds. Conclusions drawn from analysis of these socio-economic characteristics indicated camping is a family project with the camping family seeking facilities near their homes.

A summary of recreation enterprise studies done in Arkansas, Missouri, New England, Ohio, Oregon and South Carolina was published in 1965 [20]. These studies were undertaken to determine the financial success of private recreation enterprises and to identify user characteristics. Bird and Inman [20] discussed aspects of demand for and supply of recreation facilities, emphasizing that changes in consumer tastes require the enterprise operator to be alert to changing demand patterns and maintain flexibility to adjust to such changes. On the basis of their study Bird and Inman concluded:

Many low income areas of the United States possess natural attractions which can be used as a basis for establishing either part-time or full-time recreational enterprises. Modern highway networks and other means of rapid transit are making these areas more accessible. Farmers and rural residents can gain considerable income by providing recreational services to urban visitors. Their success depends upon their managerial ability in accessing demand, acquiring the necessary capital, building appropriate facilities, satisfying customers, and in maintaining relatively low costs [20, p. iv].

USDA Economist, Hugh Johnson, noted the pitfalls of private recreation development at a Pennsylvania recreation workshop in 1966 [21]. He discussed the overall physical framework within which a private recreation enterprise operated, applied economic aspects of the firm, and special problems related to serving a recreating public. Pointing out that three out of five recreation enterprises would go out of business within five years and not more than half of the remaining firms would ever be really financially successful Johnson advocated

restraint on the part of advisors assisting private individuals with the development of recreation enterprises.

In a paper presented to a farm business conference held at Oklahoma State University, Dan Badger indicated private recreation enterprises could provide some of the needed recreation facilities while supplementing the landowners income [22]. Although income potential existed, there are also problems associated with these enterprises. For example, the operator must be willing to meet the public and clean up after the thoughtless many and vandalistic few. Since most enterprises will not generate large revenues, they will not succeed without careful management and an accurate set of records.

Citing the many legal problems associated with recreation enterprises, Badger suggested the operator should seek the advice of a competent lawyer. And of the utmost importance, the operator should have adequate insurance to protect himself from financial ruin in the event of a law suit.

Promotion of the development of private recreation enterprises by public agency representatives should be done only if the operator is aware of the problems and legal aspects involved.

Also noting development problems, a North Carolina study by Stipe and Pasour pointed out:

Some farmers have already recognized the income potential from outdoor recreational services and have established businesses in this field. Others who have invested in recreational facilities, however, have experienced disappointment due to low levels of patronage [23, p. 4].

Comparing returns from recreation enterprises with other investment alternatives, Stipe and Pasour concluded farm-based recreation enterprises can be profitable for a variety of resource conditions. However, in many

cases recreation farm enterprises are less profitable than traditional farm enterprises. Thus, farm operators would improve their chances of success with the careful assessment of the demand and supply conditions before making the decision to invest.

In June, 1967, Badger and Heard published a report on farm-based recreation enterprises in Oklahoma [24]. The study determined opportunities and potentials of private recreation development in Oklahoma. Information on capital investments and financial data, management and technical problems, complementary aspects, and other factors influencing enterprise success was obtained from interviews with enterprise operators. On the basis of their study Badger and Head indicated:

Recreational enterprises designed to provide the major source of income must be managed as capably as a successful farm operation... It takes time to physically develop the facility and build volume of business. Enterprises with good management and adequate capital for investment are the only ones that will be successful [24, p. 33].

Indicating there exists a lack of knowledge about development economics and use of overnight camping facilities in Oklahoma, Williams [25] completed a study to provide such information for both private landowners and public agencies involved in planning for future overnight camping facilities. During the summer of 1967 postcard questionnaires were used to ascertain facilities preferred by the public, the location of facilities to best meet public needs and estimates of profit potentials. Williams indicated overnight campgrounds had the economic potential for income supplement but were not feasible as a primary source of income. He also considered overnight campgrounds an unlikely alternative for marginal entrepreneurship, because marginal management was unable to handle the complexities of a public oriented industry.

The ability to meet and work with the public is crucial to enterprise success.

Johnson, Huff, and Csorba completed a study on vacation farms, riding stables, hunting areas, fishing areas, and campgrounds in Appalachia [26]. The authors found many of the enterprises to be small-scale operations manned on a part-time basis by family members. Such operations were characterized by low investments, low net returns and a limited range of facilities and services offered. Although few rational people operate a business to lose money, the study results indicated the overriding goal of many operators was not maximization of profits. Instead, personal pleasure, congeniality, and neighborliness were more important reasons for operating the enterprise.

Although the majority of enterprises were small-scale operations, a few enterprises yielded net incomes of more than \$3,000 and were managed by experienced personnel. These operators were more profit oriented and service conscious. The most profitable enterprises had good locations relative to population centers and offered services not offered by near-by competitors. Several operators who had been in business five or more years tended to have the ability to accumulate capital for expansion. Thus, although this phenomenon was relatively rare, the authors indicated given the proper circumstances farm-based recreation enterprises could provide substantial income supplements.

An interesting study of recreation enterprises in the context of a total industry was published in July of 1972 [27]. The authors suggested the private outdoor recreation industry in Wisconsin, as a whole, appeared to be an industry of atomistic competition, composed of many small firms where no one firm influenced price. The conclusion

that the industry was atomistic was based on the large number of firms on the supply side of the market and the large population on the demand side. Further support was found in low net recreation income of the enterprises studied. However, when consideration was given to individual enterprise types, some pricing behavior, advertising behavior, and product differentiation the industry appeared to contain some elements of low to medium concentration.

Another industry level approach was completed in May, 1974 [28]. The objective of this study was to determine marketing and pricing practices of private firms providing camping facilities in the Northeast. The campgrounds in the study were classified into groups on the basis of size and gross income. Successful operations were defined as those with sufficient business volume to generate higher gross income per campsite than the industry average. The more successful enterprises were characterized by higher capital investments, better planning, more facilities, and a location near either a body of water suitable for recreation use or a large urban area. While the less successful enterprises were characterized by insufficient capital, lack of an advertising program, low midweek occupancy rates, and high cost land buildings and improvements.

On the basis of these study findings the conclusion can be drawn that private recreation enterprises have the economic potential to provide income supplements. Without the proper circumstances the chances of success or profitability are greatly diminished.

A recent recreation enterprise study provided some unique findings concerning marketing practices, pricing, reservation policy, and promotional activities [29]. Noting the initial practice was to charge a

daily campsite fee, Robert Bond pointed out use of an alternative basis for fees, charging by the number of persons in the party using a given site. Fees were decided on a basis of the "going rate", not on cost analysis and returns by investment. Although among campgrounds at a given location Bond indicated fees to be similar no evidence of either price leadership or collusion was found.

Reservations were an important service to campers since more than three-fourths of the campground operators estimated over half of their customers made reservations. Operators encouraged the use of reservations as a basis for anticipating their work load.

Another important camper service was equipment storage, especially important to those customers who reside in areas restricting storage of mobile vacation units at their residence. While 15 of the 40 campgrounds did not permit storage, 10 permitted storage at no charge, nine charged less than \$50 per season and only six campgrounds charged more than \$50 per season. Storage was generally on site and confined to a relatively few sites in the campground.

Bond concluded his publication with a theme similar to previous findings:

...In general, it was found that campground owners too often do not look upon the operation as a business. Record keeping is minimal and any analysis to improve success is nearly non-existent. Fees charges are the "going rate" and often do not reflect costs of doing business. The entire industry, as well as individual campgrounds, would improve their financial and operational positions with a more businesslike approach to campground operation [29, p. 44].

This concludes the review of private recreation enterprise studies. The recurring theme set forth by most of these studies was that proper attention to factors leading to success in any small business also apply to private recreation enterprises. Without this

attention the possibility of success in generating income from the enterprise is greatly diminished.

Procedure

An inventory of recreation enterprises was constructed from suggestions from officials of the Soil Conservation Service and Farmers Home Administration, various county agents in the state, and Dr. Dan Badger. The state was divided into four sectors by the north-south Interstate 35 highway and the east-west Interstate 40. The enterprises to be interviewed were selected to provide a geographic coverage of the state with approximately equal numbers of enterprises from each section. Alternative enterprises were selected in cases where the operator of the sample enterprise was unable to be interviewed.

Two groups of enterprises were interviewed: (1) municipalities which operate a city lake for multiple purposes, i.e. water supply, flood control and recreation; and (2) private recreation enterprises such as campgrounds, fee fishing lakes, float trip operations, youth camps, and enterprises which are combinations of these types of enterprises. Two questionnaires were developed: one for municipal, and the other for private recreation enterprises.

The municipal enterprise questionnaire covered recreation uses permitted at the lake, location of lake from city, nearest highway, and nearest recreation area, facilities available, fee schedule, maintenance patterns, labor requirements, and methods of advertising the enterprise.

The private enterprise questionnaire covered in more detail many of the same topics as the municipal form; it also included an inventory of facilities, operating equipment, operating expenses, and enterprise returns.

Copies of both questionnaires are presented in Appendices A and B.

The primary data collected from the two questionnaires were used to identify characteristics of both private and municipal enterprises, and generate operating budgets for the various types of private enterprises. On the basis of enterprise characteristics and operating budgets, management guidelines for the operation of successful or profitable recreation enterprises were developed.

To determine the characteristics of private recreation enterprises, information was collected on the age of operator, previous occupation, reasons for entering the recreation business, types of facilities available, record-keeping of attendance data, and location of enterprise from population centers. Information was also collected on management practices such as management skills required for successful operation, plans for expansion, factors which limit the enterprises' ability to generate income, additional facilities needed, public relations factors essential to retain repeat customers, liability coverage, development problems encountered in constructing facilities, use of credit, labor requirement, use of advertising, and major problems encountered in operating the enterprise.

Information to be used for developing private recreation enterprise operating budgets was collected on land and land improvements, buildings and permanent structures, operating equipment, maintenance expenses, operating expenses and enterprise returns.

On the basis of enterprise characteristics and operating budgets, management guidelines were developed for the successful operation of recreation enterprises. These management guidelines cover such topics as methods to increase repeat business, advertising program, the package

of recreation facilities, appearance of the enterprise, enterprise design, cleanliness and maintenance, liability coverage and enforcement of enterprise regulations.

To identify characteristics common to municipal recreation enterprises, more general data were obtained than for the private recreation enterprises. Information was obtained on recreation uses permitted, location, facilities and services available, fee schedule, methods of fee collection, annual labor requirements for special events held at the enterprise, future development plans, attendance, technical problems, and use of advertising. Based on this information management guidelines for operation of successful municipal enterprises were developed.

Since recreation facilities provided by the Corps of Engineers at Corps' lakes in Oklahoma enter the recreationist's decision process as an alternative recreation area to patronize, both private and municipal recreation managers must be aware of the quantity, quality, and cost of providing these facilities. The Corps' recreation policy is not to compete with private or municipal enterprises; instead the policy is to provide public recreation opportunities which private and municipal enterprises are unable to provide. In the Army Civil Works fiscal year 1974 Budget "pass-back", the Office of Management and Budget indicated the Corps can proceed with recreation projects only if a system of user charges is put in place to recover all operation and maintenance costs.

This requirement that Corps' recreation facilities be cost effective or pay for themselves has forced the Corps to seek information to determine the public costs of providing recreation facilities. Such cost would be of value to private and municipal resource managers in deciding what quantity and quality of facilities they must provide to satisfy

recreationists. To meet this informational need, data from the Tulsa District office of the Corps of Engineers were obtained for three recreation areas at Kaw Lake, a new lake in north central Oklahoma which opened in 1976 [31].

The data on capital costs included costs for access roads, electrical, water, and sewer systems, as well as picnic and camping sites, restrooms, and boat launching ramps. Expenditures on operation and maintenance activities such as mowing, cleaning up litter, trash collection and disposal, cleaning restrooms and repairing damaged or work facilities were not available for Kaw Lake because this is the first year of operation. However, operation and maintenance costs and attendance data were obtained for Keystone Lake recreation areas which were similar in physical size and the types and quantities of facilities to the Kaw Lake recreation areas.

Annual capital costs and annual operation and maintenance costs were calculated for Cook Creek Cove, Ponca Cove, and Sarge Creek Cove at Kaw Lake. Annual total costs per visitor day were calculated using a range of expected visitor days at each Kaw Lake recreation area. The implications of this information for private and municipal recreation managers will be discussed in later chapters.

In the following chapter some of the socio-economic characteristics of the manager-operators and the characteristics of the private recreation enterprises are discussed in greater detail.

CHAPTER III

OPERATION OF PRIVATE RECREATION

ENTERPRISES IN OKLAHOMA

Characteristics of Private Recreation

Enterprise Operators

The average age of the 31 recreation enterprise operators interviewed in the study was 54 years, ranging from a high of 73 to a low of 33 years of age. Most of the operators were the sole proprietors of the business, although two operators formed partnerships and one formed a corporation. When questioned about their occupation prior to establishment of their recreation enterprise, 15 operators indicated they were farmers or ranchers; the other 16 listed a variety of occupations such as school administration, management of small business, salesmen, oilfield work and law (Table I). Twenty of the 31 operators were continuing their former occupation in addition to operating the recreation enterprise, seven operators had retired from their former occupation and four operators listed the recreation enterprise as their sole occupation.

As expected, considerable differences exist in the management of the enterprises based on the above operator characteristics of age and proportion of total income earned from the recreation enterprise. For example, the four operators listing the recreation enterprise as their

sole occupation tended to make greater use of advertising than other operators, while operators with full-time alternative employment depended more upon word of mouth advertising by their customers. The full-time recreation enterprise managers indicated plans to expand their operation in the near future whereas the other operators were content with their present scale of facilities. The four full-time operators utilized more hired labor that was typical of the other enterprise operators who tended to supply all the labor needed themselves or with help from family members.

TABLE I
OCCUPATION OF PRIVATE RECREATION ENTERPRISE
OPERATORS IN 1975 OKLAHOMA SURVEY

Occupation	Number
Farming or Ranching	15
School Administration or Teaching	3
Management of Small Businesses	4
Professionals (law, accounting, engineering)	5
Director of City Zoo	1
Public Relations	1
Oil Field Work	1
Auto Mechanic	1
Total	31

The operator's age is also associated with differences in the approach to management of the enterprise. Although several operators above the average age, 54 years, displayed an innovative management

outlook, most of these operators tended to be satisfied with their present scale of operation, supplied all labor and capital from their personal resources, saw little or no need to advertise the enterprise, and were content to operate their recreation business "as they always had".

The forces leading to the above trends in approaches to management include the more uncertain position facing the younger manager, particularly when the recreation enterprise is his sole livelihood, the desire to run his own business, and the recognition that success of his recreation enterprise depends upon satisfying consumer desires for recreation. The older manager and the manager with an alternative source of income is not as dependent upon the success of his enterprise to assure an adequate financial situation. Thus, the younger manager has the incentive to stay in tune with the desires of his customers which the older manager or the manager with an alternative source of income does not have. However, all managers indicated their goal was to cover at least their operating expenses with revenue generated from the enterprises.

Characteristics of the Private

Recreation Enterprises

The characteristics of private recreation enterprises, include the type of enterprise, form of business, date the enterprise was established, hours of operation, location, facilities available, business volume, fee schedule, capital investment, and labor requirement.

The types of private enterprises surveyed in this study are indicated in Table II. Eleven fee fishing ponds, seven campgrounds,

five hunting and/or fishing lodges, two youth camps, two float trip operations, and four miscellaneous enterprises were included in the study. The miscellaneous enterprises included a swimming lake, a deer hunting enterprise, a bluegrass festival, and a dry boat storage operation. All of the persons interviewed were owner-operator of the business. The typical enterprise had been established 10.8 years, with a range from 29 years to an enterprise which opened four months prior to the interview. Although all 31 enterprises had been operated continuously, three had changed hands at least once.

TABLE II
TYPES OF PRIVATE RECREATION ENTERPRISES,
BASED ON 1975 OKLAHOMA SURVEY

Type	Number	Percent
Fee Fishing Ponds	11	36
Campgrounds	7	23
Fishing and/or Hunting Lodges	5	16
Youth Camps	2	6
Float Trips	2	6
Miscellaneous ^a	4	13
Total	31	100

^aMiscellaneous includes a swimming lake, a deer hunting enterprise, a bluegrass festival and a dry boat storage facility.

The hours of operation and length of season varied widely from enterprise to enterprise. Most enterprises were opened during the

summer months, with nine operators indicating they were open seven days a week, 24 hours a day, year round. Eleven operators opened their enterprise for specified hours year round. The two youth camp enterprises each had an eight to ten week camp in the summer. The bluegrass festival operation is open for a one week period each August. Two enterprises were open 24 hours during the summer season. Two operators opened their facilities only by reservation (Table III). The hours of operation and length of season indicated the influence of the seasonal demand for recreation, being very high in the summer months of June, July, and August, and dropping to almost nothing in the winter.

TABLE III
HOURS OF OPERATION FOR PRIVATE RECREATION
ENTERPRISES, BASED ON 1975
OKLAHOMA SURVEY

Hours of Operation	Number
Set hours, in season	11
24 hours, seven days a week, year round	9
Set hours, year round	4
One to eight week duration in summer	3
24 hours, in season	2
By reservation	2
Total	31

Also, the influence of alternative enterprises can be seen; of the 16 enterprises which were open "in season", 12 operated farming or ranching enterprises, two worked fulltime at an alternative occupation

and two were retired and enjoyed traveling in the winter months. Thus, many of the operators had little or no incentive to extend the use of their recreation facilities beyond the summer months.

Location of the Enterprise

Previous studies have indicated the importance of locating the enterprise near population centers to the firm's success [16, 17, 18, 19 and 20]. When other supply and demand factors are equal, an enterprise located near population centers will attract more customers and thus, should be more profitable than a firm located further from population centers. The distances of firms in this study from population centers of 5,000 to 100,000 or more are presented in Table IV. When a firm's location is related to estimates of returns for these firms, generally the firms located nearer to population centers are more profitable than firms with more distant locations. However, there are cases where firms with a good location relative to population centers are not as profitable as an enterprise more distant from population centers. The fee fishing firms illustrate both the location success criterion and exceptions to this criterion.

Fee fishing enterprise FF4 is located one mile from a 100,000 or more population center, 33 miles from a 20,000 to 99,999 population center, 12 miles from a population center of 10,000 to 19,999 and 23 miles from a 5,000 to 9,999 population center. The net returns of fee fishing enterprise FF4 are the highest of all fee fishing enterprises, \$8,685 (Table V). FF1 is 164 miles from a 100,000 or more population center, 91 miles from a 20,000 to 99,999 population center, 40 miles from a population center of 10,000 to 19,999 and 30 miles from a 5,000

TABLE IV
 DISTANCE TO POPULATION CENTERS FROM PRIVATE
 RECREATION ENTERPRISES, BASED ON
 1975 OKLAHOMA SURVEY

Enterprise	(Distance in Miles)			
	Size of Population Center			
	5,000 - 9,999	10,000 - 19,999	20,000 - 99,999	100,000 or more
Fee Fishing:				
FF1	30	40	91	164
FF2	30	64	12	75
FF3	51	69	43	82
FF4	23	12	33	1
FF5	5	34	25	36
FF6	13	30	43	59
FF7	61	59	99	135
FF8	11	78	58	85
FF9	47	5	28	5
FF10	25	17	49	1
FF11	<u>24</u>	<u>71</u>	<u>14</u>	<u>109</u>
Total	320	479	495	752
Average	29	44	45	68
High	61	78	99	164
Low	5	5	12	1
Campgrounds:				
CG1	13	6	16	16
CG2	20	48	23	58
CG3	8	75	54	75
CG4	22	5	49	70
CG5	38	18	78	77
CG6	20	36	30	30
CG7	<u>8</u>	<u>64</u>	<u>59</u>	<u>63</u>
Total	129	252	309	389
Average	18	36	44	56
High	38	75	78	77
Low	8	5	16	16

TABLE IV (Continued)

Enterprise	(Distance in Miles)			
	Size of Population Center			
	5,000 - 9,999	10,000 - 19,999	20,000 - 99,999	100,000 or more
Fishing and/or Hunting Lodges:				
FH1	30	59	52	62
FH2	58	52	103	141
FH3	28	73	57	95
FH4	66	37	96	119
FH5	<u>37</u>	<u>89</u>	<u>136</u>	<u>160</u>
Total	219	310	444	577
Average	44	62	89	116
High	66	89	136	160
Low	28	37	52	62
Youth Camps:				
YC1	14	81	59	80
YC2	<u>8</u>	<u>63</u>	<u>49</u>	<u>22</u>
Total	22	144	108	102
Average	11	72	54	51
Float Trips:				
FT1	4	56	29	56
FT2	<u>36</u>	<u>62</u>	<u>31</u>	<u>59</u>
Total	40	118	60	115
Average	20	59	30	58
Miscellaneous:				
M1	44	64	53	76
M2	34	86	48	86
M3	3	58	109	152
M4	<u>13</u>	<u>71</u>	<u>45</u>	<u>2</u>
Total	94	279	255	316
Average	24	70	64	79
High	44	86	109	152
Low	3	58	45	2

TABLE IV (Continued)

Enterprise	(Distance in Miles) Size of Population Center			
	5,000 - 9,999	10,000 - 19,999	20,000 - 99,999	100,000 or more
For All 31 Enterprises:				
Average	27	51	55	76
High	66	89	136	164
Low	3	5	12	1

TABLE V
ESTIMATED NET RETURNS OF PRIVATE RECREATION
ENTERPRISES, BASED ON 1975
OKLAHOMA SURVEY

Enterprise	Estimated Customers ^a	Expected Gross Return	Operating Expenses	Net Return ^b
YC1	150	\$120,000	\$47,323	\$72,677
M3	15,000	143,000	83,000	60,000
YC2	100	63,000	5,058	57,942
FT1	8,500	54,000	28,006	25,994
CG7	12,500	23,000	7,214	15,786
FH1	5,000	14,200	1,200	13,000
FF4	6,500	23,000	14,315	8,685
FH4	5,000	12,400	4,500	7,900
CG5	5,000	15,450	8,997	6,453
CG4	8,600	7,650	1,560	6,090
FF9	2,000	8,800	2,783	6,017
FF1	2,000	6,800	1,150	5,650
CG6	5,000	4,825	720	4,105
M1	40	3,840	150	3,690
M4	5,000	5,000	1,753	3,247
FF3	1,000	4,000	820	3,180
FF10	2,000	12,000	9,233	2,767
FT2	500	2,500	325	2,175
FH2	1,000	2,975	1,104	1,871
FF8	1,000	2,000	756	1,244
CG1	1,000	1,000	175	825
FH5	100	875	100	775
CG2	2,000	1,000	315	685
FF11	1,000	1,000	400	600
FF2	500	375	200	175
FF6	500	250	100	150
CG3	500	750	612	138
M2	50	1,250	1,200	50
FF7	500	900	940	-40
FF5	100	50	100	-50
FH3	50	200	250	-50

^a Number of customers estimated from the 1971-75 average attendance.

^b Estimated net return to land, labor, management, and capital investment other than land.

to 9,999 population center. The more distant location of FF1 when related to net return of \$5,650 does illustrate the location criterion. However, FF5 and FF6 are located closer to all four classes of population centers than is FF1. The net returns of FF5 and FF6 are -\$50 and \$150, respectively; both net returns are less than FF1's net return. This discrepancy is a result of the public relations and advertising program of FF1's operator. The operator of FF1, an example of an innovative manager, overcame a location disadvantage by encouraging the return of customers and by publicizing his business to attract new customers.

Another related location factor is access. Recreationists hesitate to leave the highway to travel a dusty, rough road. Twenty-one of the 31 firms were located on, or less than one mile from, a paved road (Table VI). If recreationists must leave the highway to reach the enterprise, it must have quality recreation facilities with unique characteristics.

Facilities Available

The facilities available at the private recreation enterprises in the study are indicated in Table VII. Facilities most commonly offered by all the enterprises included: parking areas, restrooms, picnicking areas, fee fishing ponds, drinking water, and electrical hook-ups. The number of facilities provided at an enterprise ranged from one to 22 different facilities. Eighteen of the 31 businesses offered their customers seven or more facilities, while 13, of which ten were fee fishing ponds, provided six or fewer facilities. Thus, more than half

TABLE VI
 DISTANCE TO NEAREST PAVED ROAD FROM PRIVATE
 RECREATION ENTERPRISES, BASED ON
 1975 OKLAHOMA SURVEY

(Distance in Miles)			
Enterprise	Distance to Paved Road	Enterprise	Distance to Paved Road
Fee Fishing:		Campground:	
FF1	5.5	CG1	.5
FF2	4.3	CG2	2.0
FF3	.1	CG3	.1
FF4	.5	CG4	.5
FF5	.1	CG5	.1
FF6	.5	CG6	.1
FF7	1.0	CG7	.1
FF8	.2		
FF9	.3		
FF10	.1	Youth Camps:	
FF11	.5	YC1	6.0
		YC2	.1
Fishing and/or Hunting Lodges:		Float Trips:	
FH1	1.0		
FH2	.2	FT1	.3
FH3	7.0	FT2	.1
FH4	.1		
FH5	9.0	Miscellaneous:	
		M1	.1
		M2	2.0
		M3	2.0
		M4	.1

TABLE VII
 NUMBER OF FACILITIES AVAILABLE BY TYPE
 OF RECREATION ENTERPRISE, BASED ON
 1975 OKLAHOMA SURVEY

Facilities Available	Fee Fishing	Fishing			Float Trip	Misc.	Total
		Camp-ground	and/or Hunting Lodge	Youth Camp			
Parking Area	11	7	5	2	2	2	29
Restrooms	6	7	5	2	1	3	24
Picnicking Area	5	7	2	1	1	1	17
Fishing Ponds	11	5	0	0	0	1	17
Water (Drinking)	0	5	5	2	1	3	16
Electric Hook-up (110V.)	0	6	5	0	1	2	14
Swimming Beach	0	6	2	2	2	1	13
Campsites	0	7	1	1	1	2	12
Showers	0	4	4	2	1	1	12
Telephone	0	4	1	2	1	2	10
Hiking Trails	0	4	1	2	0	1	8
Cabins, Cottages	0	1	5	2	0	0	8
Grocery Store	0	2	1	1	1	0	5
Ice Machine	0	3	1	0	1	0	5
Hunting Area	0	2	1	0	0	1	4
Restaurant, Cafe	0	1	1	2	0	0	4
Playground	0	3	0	0	0	1	4
Horses, Riding Equipment	0	1	0	2	0	0	3
Canoes	0	0	0	1	2	0	3
Laundry	0	3	0	0	0	0	3
Sewer Hook-ups	0	2	0	1	0	0	3
Electric Hook-ups (220V.)	0	2	0	0	0	0	2

of the managers recognized the need for a broad range of facilities to cater to a variety of recreationist's wants.

The most commonly provided facilities at fee fishing ponds, in addition to the pond itself, were parking areas and restrooms. At the campgrounds, parking areas, restrooms, and electrical hook-ups were the most frequently provided facilities. Cabins or cottages, restrooms, drinking water, and electricity were most often provided at fishing and/or hunting lodges. Youth camps most frequently had cabins, horseback riding and swimming. The float trip enterprises most frequently offered float trips, transportation for floaters and canoes, canoeing equipment, and swimming.

If facilities such as lodging, restaurant or cafe, grocery store, and laundry were not available at the enterprise operators were asked the distance to the nearest place where such facilities were available. Only one enterprise provided all four of the above facilities; one provided all three of the facilities but not laundry; two offered lodging and laundry; three firms had lodging and restaurant; ten provided only lodging and 14 firms had none of these facilities (Table VIII).

Business Volume

The number of customers who visited the recreation enterprises in 1975, 1974 and as a five-year average is presented in Table IX. In 1975, 1974 and for the five-year average the annual number of customers was less than 1,000 for more than half of the enterprises. In 1975, only 48 percent of the enterprises were visited by 1,000 or more customers.

TABLE VIII

DISTANCE TO LODGING, RESTAURANT, GROCERY, AND LAUNDRY
FACILITIES FROM PRIVATE RECREATION ENTERPRISES,
BASED ON 1975 OKLAHOMA SURVEY

Enterprise	Lodging	Restaurant	Grocery	Laundry
Fee Fishing #1	10.0	10.0	10.0	10.0
Fee Fishing #2	12.0	12.0	6.0	12.0
Fee Fishing #3	4.5	4.5	4.5	4.5
Fee Fishing #4	4.0	4.0	4.0	4.0
Fee Fishing #5	5.0	5.0	1.0	5.0
Fee Fishing #6	6.0	6.0	6.0	6.0
Fee Fishing #7	11.0	11.0	11.0	11.0
Fee Fishing #8	5.0	3.0	3.0	3.0
Fee Fishing #9	5.0	5.0	5.0	5.0
Fee Fishing #10	2.0	2.0	2.0	2.0
Fee Fishing #11	14.0	14.0	14.0	14.0
Campground #1	--	4.0	4.0	4.0
Campground #2	--	3.0	3.0	3.0
Campground #3	--	7.0	1.0	--
Campground #4	--	5.0	5.0	5.0
Campground #5	--	4.5	4.5	--
Campground #6	--	9.0	9.0	9.0
Campground #7	--	--	--	--
Fishing and/or Hunting Lodge #1	--	5.0	5.0	5.0
Fishing and/or Hunting Lodge #2	--	4.0	4.0	4.0
Fishing and/or Hunting Lodge #3	--	17.0	1.5	17.0
Fishing and/or Hunting Lodge #4	--	--	--	9.0
Fishing and/or Hunting Lodge #5	--	18.0	7.0	18.0
Youth Camp #1	--	--	6.0	6.0
Youth Camp #2	--	--	2.5	2.5
Float Trip #1	--	4.0	4.0	4.0
Float Trip #2	1.0	1.5	1.0	1.0
Miscellaneous #1	1.5	.5	.5	1.5
Miscellaneous #2	--	15.0	12.0	15.0
Miscellaneous #3	--	--	3.0	3.0
Miscellaneous #4	1.0	1.0	1.0	1.0

TABLE IX

ANNUAL NUMBER OF CUSTOMERS AT PRIVATE RECREATION ENTERPRISES, BASED ON 1975 OKLAHOMA SURVEY

Number of Customers	1975		1974		1971-1975 Average	
	Number of Enterprises	Percent	Number of Enterprises	Percent	Number of Enterprises	Percent
0-99	6	19	5	20	5	20
100-499	7	23	4	16	5	20
500-999	3	10	5	20	4	16
1,000-1,999	6	19	4	16	4	16
2,000-4,999	3	10	5	20	5	20
5,000 or more	6	19	2	8	2	8
Total	31	100	25	100	25	100

The percentage declined to 44 percent of enterprises with 1,000 or more visitors in 1974, which was the same as the 1971-1975 average.

When questioned about the percentage of customers who visited during given months of the year, the operators responses displayed the seasonal pattern of very high attendance in June, July, and August; dropping off sharply in the fall, winter and spring. In 1975, 27 of 31 operators reported 50 percent or more of their customers visited during the three month summer season (Table X). In 1974, 22 enterprises indicated that 50 percent or more of their customers visit during the summer months, which was the same proportion for the five-year average.

The data on length of season in months is presented in Table XI. Twenty-six of 31 firms had a season between three and nine months long in 1975. In 1974, 21 of 26 enterprises had a season from three to nine months. Only two private operators indicated the length of their season included the entire year.

To determine the types or classes of customers most important to the recreation enterprises, the operators were asked about the percentage of revenue obtained from three customer classes: individuals, families, and organized groups (Table XII). In 1975, 29 of the 31 enterprises gained 50 percent or less of their revenue from individuals, while only two businesses gained three-fourths or more of their revenue from individuals. Twenty of the 29 firms earning 50 percent or less of their revenue from individuals actually earned 25 percent or less of their revenue from this customer class. Twenty-three enterprises earned more than half of their revenue from families and only eight enterprises earned less than half of their revenue from the family customer class. Organized groups accounted for a much smaller portion of a given firm's

TABLE X

PERCENTAGE OF CUSTOMERS VISITING DURING THE THREE MONTH SUMMER SEASON
OF PRIVATE RECREATION ENTERPRISES, BASED ON 1975 OKLAHOMA SURVEY

Percent of Customers	1975		1974		1971-1975 Average	
	Number of Enterprises	Percent	Number of Enterprises	Percent	Number of Enterprises	Percent
less than 50	4	13	4	15	4	15
50-59	2	6	2	8	2	8
60-69	7	23	7	26	7	26
70-79	5	16	5	19	5	19
80-89	5	16	3	12	3	12
90-99	5	16	3	12	3	12
100	3	10	3	12	3	12
Total	31	100	26	100	26	100

TABLE XI

LENGTH OF RECREATION SEASON FOR PRIVATE RECREATION
ENTERPRISES, BASED ON 1975 OKLAHOMA SURVEY

	Length of Season in Months												Total
	1	2	3	4	5	6	7	8	9	10	11	12	
1975:													
Number of Enterprises	1	2	2	3	4	7	6	2	2	0	0	2	31
Percent	3	0	13	10	13	23	20	6	6	0	0	6	100
1974:													
Number of Enterprises	1	2	1	1	3	6	6	1	3	0	0	2	26
Percent	4	0	12	4	12	22	22	4	12	0	0	8	100
1971-1975:													
Number of Enterprises	1	2	1	1	3	7	6	2	2	0	0	2	26
Percent	4	0	12	4	12	26	18	8	8	0	0	8	100

TABLE XII

DISTRIBUTION OF REVENUE FROM INDIVIDUALS, FAMILIES, AND ORGANIZED
GROUPS AT PRIVATE RECREATION ENTERPRISES
BASED ON 1975 OKLAHOMA SURVEY

Percent of Revenue	1975			Number of Enterprises 1974			1971-1975		
	Individuals	Family	Group	Individuals	Family	Group	Individuals	Family	Group
0-25	20	4	27	18	3	23	18	3	24
26-50	9	4	2	6	3	2	6	3	1
51-75	0	8	0	0	6	0	0	8	0
76-100	2	15	2	2	14	1	2	12	1
Total	31	31	31	26	26	26	26	26	26

revenue; 29 firms earned less than half of their revenue from organized groups of customers.

In 1974 the customer class from which recreation enterprises earned the largest portion of their revenue was again the family group. Twenty of 26 enterprises operating in 1974 indicated more than half of their revenue was earned from families. Fourteen of the above 20 firms stated that families accounted for three-fourths or more of the enterprise's revenue. From the organized group customer class, 23 firms earned less than one-fourth of their total revenue in 1974. The portion of revenue earned from individuals was less than half of the total revenue for 24 of the 26 firms.

The 1971-75 average in revenue earned from the three customer classes was very similar to the 1974 data except in the family customer class two enterprises dropped from 75-100 percent of their revenue from the family group into the 50-75 percent bracket. In the group customer class one firm shifted from 26-50 percent to 0-25 percent of revenue from groups.

To determine the customer capacity of the recreation enterprises, the operators were asked about the number of customers their enterprise could handle in a peak one day period such as the Fourth of July. The average peak capacity for a 24 hour period was 706 people, ranging from a high of 15,000 to a low of 16 (one of the fishing and/or hunting lodges). If the 15,000 persons observation is excluded, the average drops to 213 customers. Seventeen enterprises indicated their peak capacity was 100 or fewer persons; nine operators said their peak capacity was between 101 and 500 persons; four enterprises had a greater than 500 persons peak capacity (Table XIII).

Another aspect of enterprise business volume considered in this study was the percentage distribution of receipts between weekdays and weekends (Table XIV). In 1975, 20 of 31 enterprises received more than half of their receipts on weekends. In 1974, 19 of 26 firms reported half their income was received on weekends. Nineteen of 26 firms received more than half of their receipts from weekend trade for the 1971-75 period.

TABLE XIII
NUMBER OF CUSTOMERS IN A 24 HOUR PEAK PERIOD AT
PRIVATE RECREATION ENTERPRISES, BASED ON
1975 OKLAHOMA SURVEY

Number of Customers	Number of Enterprises	Percent
0-100	17	57
101-500	9	30
501-1,000	3	10
1,001 or more	1	3
Total	30	100

One final aspect of business volume, the percentage distribution of business between customers visiting the enterprise for the first time and repeat customers, was considered in this study (Table XV). Twenty-three of 31 firms reported in 1975 repeat customers totaled more than one half of their business. In 1974, 20 of 26 enterprise operators indicated repeat customers made up more than half of their business volume. For

TABLE XIV
 PERCENTAGE DISTRIBUTION OF RECEIPTS BETWEEN WEEKDAYS
 AND WEEKENDS AT PRIVATE RECREATION ENTERPRISES,
 BASED ON 1975 OKLAHOMA SURVEY

Enterprise	1975		1974		1971-75 Average	
	Weekdays	Weekends	Weekdays	Weekends	Weekdays	Weekends
Fee Fishing:						
FF1	40	60	40	60	40	60
FF2	30	70	30	70	30	70
FF3	0	100	0	100	0	100
FF4	50	50	--	--	--	--
FF5	50	50	40	60	40	60
FF6	40	60	40	60	40	60
FF7	50	50	--	--	--	--
FF8	20	80	20	80	20	80
FF9	25	75	--	--	--	--
FF10	25	75	25	75	25	75
FF11	10	90	10	90	10	90
Campground:						
CG1	30	70	25	75	25	75
CG2	40	60	40	60	40	60
CG3	50	50	50	50	50	50
CG4	35	65	35	65	35	65
CG5	25	75	25	75	25	75
CG6	30	70	30	70	30	70
CG7	25	75	25	75	25	75
Fishing and/or Hunting Lodges:						
FH1	10	90	10	90	10	90
FH2	50	50	50	50	50	50
FH3	90	10	--	--	--	--
FH4	30	70	30	70	30	70
FH5	50	50	50	50	50	50
Youth Camps:						
YC1	50	50	50	50	50	50
YC2	50	50	50	50	50	50

TABLE XIV (Continued)

Enterprise	1975		1974		1971-75 Average	
	Weekdays	Weekends	Weekdays	Weekends	Weekdays	Weekends
Float Trips:						
FT1	20	80	20	80	20	80
FT2	35	65	--	--	--	--
Miscellaneous:						
M1	50	50	50	50	50	50
M2	20	80	20	80	20	80
M3	50	50	50	50	50	50
M4	25	75	25	75	25	75

TABLE XV
 PERCENTAGE DISTRIBUTION OF BUSINESS VOLUME BETWEEN
 FIRST TIME AND REPEAT CUSTOMERS AT PRIVATE
 RECREATION ENTERPRISES, BASED ON
 1975 OKLAHOMA SURVEY

Enterprise	1975		1974		1971-75 Average	
	First Time	Repeat	First Time	Repeat	First Time	Repeat
Fee Fishing:						
FF1	40	60	50	50	60	40
FF2	20	80	20	80	20	80
FF3	25	75	25	75	25	75
FF4	90	10	--	--	--	--
FF5	40	60	40	60	40	60
FF6	10	90	20	80	30	70
FF7	100	0	--	--	--	--
FF8	40	60	40	60	40	60
FF9	25	75	--	--	--	--
FF10	80	20	80	20	80	20
FF11	10	90	20	80	30	70
Campgrounds:						
CG1	30	70	40	60	50	50
CG2	20	80	20	80	20	80
CG3	25	75	25	75	25	75
CG4	20	80	30	70	40	60
CG5	20	80	20	80	20	80
CG6	20	80	30	70	40	60
CG7	50	50	50	50	50	50
Fishing and/or Hunting Lodges:						
FH1	10	90	10	90	10	90
FH2	30	70	30	70	30	70
FH3	80	20	--	--	--	--
FH4	25	75	25	75	25	75
FH5	5	95	5	95	5	95
Youth Camps:						
YC1	25	75	25	75	25	75
YC2	25	75	25	75	25	75

TABLE XV (Continued)

Enterprise	1975		1974		1971-75 Average	
	First Time	Repeat	First Time	Repeat	First Time	Repeat
Float Trips:						
FT1	50	50	50	50	50	50
FT2	90	10	--	--	--	--
Miscellaneous:						
M1	50	50	50	50	50	50
M2	20	80	20	80	20	80
M3	50	50	50	50	50	50
M4	25	75	25	75	25	75

the 1971-75 period, 19 of 26 firms received more than half of their total business from repeat customers.

Fee Schedule

The fee system used by the different types of recreation enterprises varies widely from enterprise to enterprise (Table XVI). For example, the campgrounds charge fees ranging from \$1 per car or \$.50 per person for a group of four to \$1.50 per adult. Generally, additional charges from \$.25 to \$.50 per person are made for each additional person in a party larger than four persons. Also electrical hook-ups, water hook-ups, and sewer hook-ups represent an additional charge of \$.50 per night for each type of hook-up.

The fee schedule of fee fishing ponds can be divided into two groups: those which charge \$.85 to \$1 per pound of fish caught, and those which charge \$.25 to \$4 per person per day. Three fee fishing enterprises charge reduced rates for children under 12 years of age, \$.25 to \$2 per child, and from \$.75 to \$4 per adult. The range in fees from \$.25 to \$4 per person is closely associated with the degree of success a fisherman is likely to have. For example, the enterprise which charged \$4 per person per day actually had to place a limit on the number of fish a person could catch just to break even due to the put and take nature of the business.

The fees charged at the fishing and/or hunting lodges range from \$3 per person per day to \$12 per day for a cabin for six persons. Additional charges are made for air conditioned cabins. Two of the lodges require a \$20 to \$25 minimum per night.

TABLE XVI
 FEES CHARGED AT PRIVATE RECREATION ENTERPRISES,
 BASED ON 1975 OKLAHOMA SURVEY

Enterprise	Fee Charged
Fee Fishing:	
FF1	\$.85 per pound of fish caught
FF2	\$25.00 per year per Key ¹
FF3	\$1.00 per pound of fish caught
FF4	\$4.00 per adult per day \$2.00 per child under 12 per day
FF5	\$.50 per person per 12 hours
FF6	\$.50 per person per day
FF7	\$.45 per pound of fish caught
FF8	\$1.00 per fish caught
FF9	\$.50 per adult per day, children under 12 free \$1.00 per pound of fish caught
FF10	\$1.00 per pound of fish caught
FF11	\$1.00 per person per day
Campgrounds:	
CG1	\$1.00 per adult, 16 or over, per day
CG2	\$1.00 per car per night for camping \$5.00 and up for group picnicking, (\$.25 per person) per day. \$2.50 and up for group camping (\$.25 per person), per night
CG3	\$1.50 per person per 24 hours \$3.00 for 2 adults, (12 and over), per 24 hours \$4.00 for 2 adults and 2 children per 24 hours
CG4	\$1.00 per car per night \$.75 per adult per day and \$.50 per child under 12 per day for fishing, picnicking, swimming
CG5	\$3.00 per unit per night, based on party of 4 persons the charge is \$.25 per additional person \$1.00 per car per day for swimming \$1.00 per car per day for picnicking
CG6	\$1.00 per adult per night for camping \$.50 per child under 12 per night for camping \$.75 per adult per day for swimming \$.25 per child per day for swimming \$.75 per adult per day for fishing \$.25 per child per day for fishing \$.75 per adult per day for picnicking \$.75 per child per day for picnicking

TABLE XVI (Continued)

Enterprise	Fee Charged
Campgrounds:	
CG7	\$4.00 per 2 persons per night full hook-up \$3.50 per 2 persons per night for electric and water \$3.00 per 2 persons per night no hook-ups \$.25 per person for additional persons \$3.00 per person per night, with a \$25.00 minimum \$2.00 per person per day for picnicking, family reunion
Fishing and/or Hunting Lodges:	
FH1	\$8.00 per day for cabin for 6 persons \$3.00 per day for cabin for 2 persons \$2.00 extra for air conditioned cabins \$1.00 per car per day for fishing or hunting
FH2	\$4.00 per person per day with a \$20.00 per day minimum
FH3	\$6.00 per day for cabin for 2 persons \$10.00 per day for cabin for 4 persons \$12.00 per day for cabin for 6 persons
FH4	\$5.00 per day for cabin for 2 persons \$10.00 per day for cabin for 4 persons \$2.00 per day for extra persons
Youth Camps:	
YC1	\$500 per camper for 4 weeks \$950 per camper for 8 weeks
YC2	\$90 per person per week
Float Trips:	
FT1	\$6.00 per person for 14 mile float \$4.00 per person for 7 mile float
FT2	\$6.00 per adult per trip \$4.00 per child (under 10) per trip \$5.00 per adult for groups renting 8 or more canoes \$3.00 per canoe for transportation of floaters with own canoe

TABLE XVI (Continued)

Enterprise	Fee Charged
Miscellaneous:	
M1	\$96.00 per boat stall per year
	\$12.00 per boat stall per month
M2	\$25.00 per deer stand per season
M3	\$15.00 per adult over 12 for all 5 days
	\$14.00 per adult for 4 days
	\$3.00 per adult for Wednesday
	\$3.00 per adult for Thursday
	\$4.00 per adult for Friday
	\$5.00 per adult for Saturday
	\$5.00 per adult for Sunday
M4	\$1.00 per person per day for picnicking, swimming, and fishing

¹Keys to the gate at the pond were sold to \$25 per key per year.

TABLE XVII
 CAPITAL INVESTMENT OF PRIVATE RECREATION
 ENTERPRISES, BASED ON 1975
 OKLAHOMA SURVEY

Enterprise	Land and Land Improvements	Buildings	Operating Equipment
Fee Fishing:			
FF1	\$ 9,300	\$ 7,200	\$ 6,936
FF2	31,800	0	0
FF3	11,800	1,200	5,088
FF4	10,000	1,800	2,935
FF5	18,100	300	2,978
FF6	45,700	0	3,556
FF7	51,800	17,200	16,250
FF8	4,700	1,000	1,205
FF9	9,600	2,900	2,400
FF10	34,300	1,000	5,380
FF11	32,500	500	3,313
Campgrounds:			
CG1	21,400	900	2,843
CG2	23,900	2,600	6,468
CG3	7,700	4,200	905
CG4	95,900	4,000	10,036
CG5	42,200	52,486	24,023
CG6	18,700	18,000	4,836
CG7	66,200	76,500	18,150
Fishing and/or Hunting Lodges:			
FH1	41,500	50,000	11,537
FH2	3,100	12,700	1,962
FH3	227,500	12,000	6,700
FH4	3,900	24,300	6,300
FH5	9,950	7,100	0
Youth Camps:			
YC1	280,000	52,600	66,980
YC2	254,800	18,450	26,000

TABLE XVII (Continued)

Enterprise	Land and Land Improvements	Buildings	Operating Equipment
Float Trips:			
FT1	\$28,000	\$11,900	\$28,120
FT2	1,200	2,000	7,593
Miscellaneous:			
M1	3,500	41,000	1,500
M2	148,500	6,400	6,543
M3	41,800	12,800	4,050
M4	77,000	7,200	2,303

Charges for float trips ranged from \$4 per person per trip to \$6 per person per trip depending upon the number in the party and the length of the trip. Shorter trips were less expensive and larger parties received a group rate.

The Youth camp fees ranged from \$90 per person per week to \$125. This charge covers room and board, and activities such as swimming, canoeing, sailing, and horseback riding.

The miscellaneous enterprises included a swimming and fishing lake charging \$1 per person per day, a deer hunting enterprise which charged \$25 per deer stand per season, a bluegrass festival charging \$15 per person for the entire five day festival and lesser amounts for various parts of the five days, and a dry boat storage enterprise charging \$12 per stall per month.

Capital Investment

The capital investment required by the various enterprises is presented in Table XVII. Land and land improvements, buildings and operating equipment are included in the capital investment. The investment in land and land improvements averaged \$53,431 for all 31 enterprises, ranging from a low of \$1,200 to a high of \$280,000. For all 31 enterprises the investment in buildings averaged \$14,524, from a low of \$0.00 to a high of \$76,500. The operating equipment investment ranged from \$0.00 to \$66,980, averaging \$9,255, for all 31 enterprises.

The most capital intensive enterprises were the youth camps, averaging \$267,400 for land and land improvements, \$32,525 for buildings and \$46,490 in operating equipment. The next most capital intensive enterprises were in the miscellaneous group, followed by fishing

and/or hunting lodges, campgrounds, float trips and fee fishing enterprises.

Labor Requirements

The recreation enterprises' labor requirements are presented in Table XVIII. The largest labor requirement was for a miscellaneous enterprise, a week long Bluegrass festival, where the operator hired 70 employees to put on the festival. Fee fishing enterprises average 148 days in operation, ranging from 54 days to 365 days. The fee fishing ponds utilized two male workers and one female worker full-time on the average, while no part-time workers were hired.

Campground enterprises averaged 202 days in operation, ranging from 98 days to 365 days. The average campground utilized two full-time male workers and one full-time female worker. Only one campground hired part-time workers, hiring one male and one female worker.

Open for an average of 191 days, ranging from 90 days to 364 days in operation, fishing and/or hunting lodges utilized an average of one full-time male and one full-time female worker. The greatest number of full-time workers, two males and two females, were utilized by only one fishing and hunting lodge. None of the lodges hired any part-time workers.

Ranging from 59 to 89 days, youth camps average 74 days in operation. An average of two full-time males and four full-time female workers were utilized by youth camps. The full-time male workers employed ranged from a high of two to a low of one worker. Full-time female workers employed ranged from a low of two to a high of five workers. Youth camps utilized the greatest amount of part-time workers of all

TABLE XVIII
 TOTAL LABOR FORCE OF PRIVATE RECREATION
 ENTERPRISES, BASED ON 1975
 OKLAHOMA SURVEY

Enterprise	Days in Operation	Full-Time Workers		Part-Time Workers	
		Male	Female	Male	Female
Fee Fishing:					
FF1	152	2	1	0	0
FF2	142	1	0	0	0
FF3	54	1	0	0	0
FF4	91	2	1	0	0
FF5	122	1	0	0	0
FF6	122	1	1	0	0
FF7	90	1	1	0	0
	183	2	1	0	0
	92	5	5	0	0
FF8	152	1	0	0	0
FF9	145	1	1	0	0
FF10	157	2	1	0	0
FF11	132	1	1	0	0
Campgrounds:					
CG1	365	1	1	0	0
CG2	147	1	1	0	0
CG3	147	2	1	0	0
CG4	30	2	1	0	0
	110	2	2	0	0
CG5	153	3	1	0	0
CG6	98	2	1	0	0
CG7	212	1	1	1	1
	220	2	2	0	0
Fishing and/or Hunting Lodges:					
FH1	90	0	0	2	1
FH2	35	1	1	0	0
	122	1	2	0	0
FH3	365	1	1	0	0
FH4	110	2	0	0	0
	92	1	0	0	0
FH5	140	1	0	0	0

TABLE XVIII (Continued)

Enterprise	Days in Operation	Full-Time Workers		Part-Time Workers	
		Male	Female	Male	Female
Youth Camp:					
YC1	59	2	2	12	24
YC2	89	1	5	0	2
Float Trip:					
FT1	45	3	1	0	0
	92	3	1	7	0
FT2	132	0	0	1	1
Miscellaneous:					
M1	365	1	1	0	0
M2	50	2	2	2	0
M3	5	60	10	0	0
M4	7	1	1	0	0
	99	2	2	1	2

enterprises surveyed. Part-time males hired averaged six workers ranging from low of zero to a high of 12 workers. Part-time females hired averaged 13 workers ranging from a high of 24 workers to a low of two workers.

Float trip firms average 135 days in operation, hiring an average of three full-time males and one full-time female. Float trips also employed an average of five part-time workers, four male and one female.

Characteristics of the Innovative Manager

The average annual net returns to land, labor, capital, and management for all 31 enterprises is \$10,058 (Table V). Six enterprises have an annual net return greater than \$10,058. The success of these six firms is due to the operators' innovative management outlook. The innovative manager's enterprise is more profitable than the status quo manager's firm because the innovative manager's firm attracts a larger number of customers. These customers are willing to pay higher fees for the use of high quality, well maintained facilities.

The innovative manager's enterprise attracts a larger clientele for several reasons. The innovative manager provides a wide range of high quality facilities, maintains an attractive, well kept enterprise, encourages the return of his customers with his public relations approach, and uses several forms of advertising to inform his potential customers of the enterprise's location, facilities available, hours of operation, and fees.

The quantity and quality of recreation facilities is a result of the innovative manager's capital investment in his enterprise. The average capital investment for all 31 firms is \$53,431 in land and land

improvements, \$14,524 in buildings and \$9,255 in operating equipment (Table XVII). The average capital investment of the six innovative managers is \$118,717 in land and land improvements, \$37,042 in buildings, and \$25,806 in operating equipment.

The innovative manager maintains an attractive, well kept enterprise because he utilizes more labor for operation and maintenance than does the status quo manager. The recreation enterprise is a full-time job for the innovative manager, especially during the summer recreation season. However, the recreation enterprise is a part-time job for the status quo manager. Also, the innovative manager employs more hired labor, both full-time and part-time workers, than does the status quo manager who provides the enterprises' labor requirement himself, or with the help of his immediate family.

Customers are encouraged to return by the public relations approach of the innovative manager. He communicates to his customers that he welcomes their business and their return visit. While the status quo manager generally depends on word-of-mouth advertising by his customers, the innovative manager uses as many as seven different advertising methods to provide his customers with information about his enterprise. These forms of advertising include direct mail, newspapers with both local and statewide distribution, national travel directories and outdoor signs.

Operating Budgets of the Innovative Manager

The costs and returns for a developed fee fishing enterprise operated by an innovative manager are presented in Table XIX. With a capital investment of \$15,000 and fees for admission, pounds of fish

TABLE XIX
 COSTS AND RETURNS FOR A DEVELOPED FEE
 FISHING LAKE, BASED ON AN
 INNOVATIVE MANAGEMENT
 OUTLOOK

<u>Capital Investment</u>	
Land (15 acres @ \$300 per acre)	\$ 4,500
Land Improvements	2,500
Buildings	3,000
Operating Equipment	4,500
Other	500
Total Capital Investment	<u>\$15,000</u>
<u>Annual Income</u>	
Admission (2,000 adults @ \$1.00/day 1,500 children under 12 \$.50/day)	\$ 2,750
Fishing (2,000 customers @ \$6.00/day ^a)	12,000
Boating (800 @ \$1.00/day)	800
Snack Bar (2,000 customers @ \$1.00)	2,000
Tackle and Bait (2,000 customers @ \$1.00)	<u>2,000</u>
Total Annual Income	\$19,550
<u>Annual Operating Costs</u>	
Advertising	\$ 1,000
Labor (1 man 100 days x 8 hours/day x \$3.00/hour)	2,400
Repairs	1,000
Supplies	1,000
Fish	3,000
Fish Food	1,500
Utilities	250
Liability Insurance	<u>750</u>
Total Annual Operating Costs	-\$10,900
Return to Capital, Labor, and Management	\$ 8,650
Interest on Capital Investment \$15,000 @ 6%	- 900
Return to Labor and Management	<u>\$ 7,750</u>

^a\$6.00/customer/day based on a charge of \$1.00/pound of fish caught, assuming each fisherman catches four fish which weigh 1.5 pounds.

caught, boating, and sales of soft drinks, snack foods, tackle and bait the gross return is \$19,550. When annual operating expenses and interest on capital investment at six percent are deducted from gross returns the net return to the innovative manager's labor and capital is \$7,750.

The costs and returns for an innovative manager's youth camp are shown in Table XX. The capital investment of \$328,700¹ returns \$87,500 when camp fees are \$1,000 per camper for nine weeks and \$125 per week for campers staying less than the full nine weeks at camp. Subtracting annual operating expenses of \$51,300 and interest on the capital investment at six percent of \$19,722 the annual net return to the operator's labor and management is \$16,478.

The innovative campground manager has a capital investment of \$46,900. He charges fees of \$3 per site per night for camping, \$.50 per night for electrical hook-ups, \$.50 per person for picnicking, and also has sales of soft drinks and snack foods. This innovative campground enterprise has gross receipts of \$34,000 (Table XXI). Subtracting annual operating expenses of \$12,860, and \$2,814 in interest on capital investment at six percent, the annual net return to the operator's labor and management is \$18,326.

Operation of a float trip enterprise by an innovative manager generates a gross return of \$31,600 from a capital investment of \$41,500. The fees are \$6 per adult, \$5 per child under 12 and \$1 per child too young to paddle for the day trip, and \$4 per adult, \$3 per child under 12, and \$.50 per child too young to paddle for the half day trip

¹Land is \$200,000 of the \$328,700 capital investment. This may be over estimated since the land may have alternative uses as pasture for livestock.

TABLE XX

COSTS AND RETURNS FOR A YOUTH CAMP, BASED ON AN
INNOVATIVE MANAGEMENT OUTLOOK

Capital Investment

Land (500 acres @ \$400 per acre)	\$200,000
Land Improvements	50,000
Cabins (12 @ \$1,500)	18,000
Bunks and Mattresses (50 bunks and 100 mattresses)	10,000
Restroom-Showers (2 @ \$8,000)	16,000
Mess Hall	4,000
Office	4,000
Stables and Corral	5,000
Horses (25 @ \$250)	6,250
Saddles and Equipment	5,000
Canoes (25 @ \$250)	6,250
Canoe Trailers (3 @ \$500)	1,500
Canoeing Equipment	400
Sailboats (3 @ \$600)	1,800
Sailboat Trailers (1 @ \$500)	500
Total Capital Investment	<u>\$328,700</u>

Annual Income

75 campers @ \$1,000 for 9 weeks	\$ 75,000
25 campers @ \$125 per week for 4 weeks	<u>12,500</u>
Total Annual Income	\$87,500

Annual Operating Costs

Advertising	\$ 7,000
Utilities	2,000
Repairs	1,000
Insurance	2,500
Hired Labor (12 workers x 70 days x 8 hours/day x \$2.50 per hour)	16,800
Food	15,000
Horse Feed	<u>1,500</u>
Total Annual Operating Costs	-\$51,300
Return to Capital, Labor, and Management	36,200
Interest on Capital Investment \$328,700 @ 6%	<u>- 19,722</u>
Return to Labor and Management	\$16,478

TABLE XXI

COSTS AND RETURNS FOR A CAMPGROUND ENTERPRISE,
BASED ON AN INNOVATIVE MANAGEMENT OUTLOOK

Capital Investment

Land (25 Acres @ \$500)	\$12,500
Land Improvements	2,000
Office Building	2,000
Restroom and Shower Complex	10,000
Electrical and Water System	12,000
Picnic Tables (100 @ \$50)	5,000
Campfire Grills (100 @ \$25)	2,500
Trash Barrels (100 @ \$3)	300
Entrance and Directional Signs	600
Total Capital Investment	<u>\$46,900</u>

Annual Income

Camping (100 campsites at 75% occupancy for 120 days @ \$3.00 per site)	\$27,000
Electrical Hook-ups (4,000 @ \$.50 per night)	2,000
Picnicking (1,000 vehicles @ \$1.00/vehicle/day)	1,000
Snack Bar (4,000 @ \$1.00)	<u>4,000</u>
	\$34,000

Annual Operating Costs

Advertising	\$ 1,500
Hired Labor (2 men, 120 days x 8 hours/day x \$3.00/hour)	5,760
Supplies	2,000
Utilities	800
Repairs	2,000
Insurance	600
Miscellaneous	<u>200</u>
Total Annual Operating Costs	-\$12,860
Return to Capital, Labor, and Management	\$21,140
Interest on Capital Investment (\$46,900 @ 6%)	<u>- 2,814</u>
Return to Labor and Management	\$18,326

(Table XXII). The annual net return to this innovative operator's labor and management is \$11,510, based on annual operating costs of \$17,600 and \$2,490 interest on capital investment at six percent.

A fishing and/or hunting lodge operated by an innovative manager has gross receipts of \$22,000 from a capital investment of \$48,825. He charges fees of \$4 per person for cabin rental and \$1 per vehicle per day for picnicking (Table XXIII). The net return to the operator's labor and management is \$10,670 when annual operating costs are \$8,400, and interest on capital investment is \$2,930.

TABLE XXII

COSTS AND RETURNS FOR A FLOAT TRIP ENTERPRISE,
BASED ON AN INNOVATIVE MANAGEMENT
OUTLOOK

Capital Investment

Land (5 acres @ \$500)	\$ 2,500
Land Improvements	1,000
Restrooms	4,000
Canoes (100 @ \$250)	25,000
Canoeing Equipment	1,500
Canoe Trailers (3 @ \$500)	1,500
Van or Pickup Trucks (2 @ \$2,500)	5,000
Office Building	<u>1,000</u>
Total Capital Investment	\$41,500

Annual Income

3,000 adults @ \$6.00 per adult	\$18,000
1,500 children under 12 @ \$5.00 per child	7,500
500 children too young to paddle @ \$1.00 per child	500
1,000 adults @ \$4.00 per adult	4,000
500 children under 12 @ \$3.00 per child	1,500
200 children too young to paddle @ \$.50 per child	<u>100</u>
	\$31,600

Annual Operating Costs

Advertising	\$ 1,000
Fuel	3,000
Utilities	500
Repairs	1,500
Insurance	1,200
Hired Labor (4 men x 100 days x 8 hours/day x \$3.00/hour)	9,600
Licenses	300
Taxes	<u>500</u>
Total Annual Operating Costs	-\$17,600
Return to Capital, Labor, and Management	\$14,000
Interest on Capital Investment \$41,500 @ 6%	- 2,490
Return to Labor and Management	<u>\$11,510</u>

TABLE XXIII

COSTS AND RETURNS FOR A FISHING AND/OR
HUNTING LODGE, BASED ON AN INNOVATIVE
MANAGEMENT OUTLOOK

<u>Capital Investment</u>		
Land (10 acres @ \$500)	\$ 5,000	
Land Improvements	2,000	
Lodge or cabins	40,000	
Picnic Tables (25 @ \$50)	1,250	
Trash Barrels (25 @ \$3)	75	
Signs	500	
Total Capital Investment	\$48,825	
<u>Annual Income</u>		
Cabin Rental (5,000 @ \$4.00)	\$20,000	
Picnicking (2,000 vehicles @ \$1.00/ vehicle/day)	2,000	
Total Annual Income		\$22,000
<u>Annual Operating Costs</u>		
Advertising	\$ 1,000	
Utilities	1,500	
Repairs	1,200	
Insurance	1,000	
Hired Labor (1 man x 100 days x 8 hours/ day x \$3.00/hour)	2,400	
Taxes	800	
Supplies	500	
Total Annual Operating Costs		-\$ 8,400
Return to Capital, Labor, and Management		\$13,600
Interest on Capital Investment \$48,825 @ 6%		- 2,930
Return to Labor and Management		\$10,670

CHAPTER IV
MANAGEMENT GUIDELINES FOR DEVELOPING AND
OPERATING PRIVATE RECREATION
ENTERPRISES

Many farmers and other rural land owners can make good returns by providing recreation facilities for urban customers. However, establishing a recreation business does not mean the operator will have a shorter work week; neither does it guarantee him financial success. Success depends upon careful planning and innovative management. The recreation business changes as rapidly as people's interests shift from one leisure time activity to another. The recreation enterprise operator must be aware of and adjust to these changes.

The Package of Recreation Facilities

Clean, well kept recreation facilities serve to welcome the recreationists to the recreation area and encourage his return. The recreationist's first impression is highly important in his decision to patronize a private recreation business. There is no better way to discourage visitors than a weather beaten highway directional or entrance sign, or a restroom badly in need of cleaning. Such signs of sloppy maintenance suggest to the recreationist that the manager cares very little about both his enterprise and his guests. Thus, it behooves the recreation enterprise manager to do his utmost to keep his facilities attractive in appearance.

For those farmers and other rural landowners interested in establishing a recreation enterprise, a good rule of thumb is to go slow, starting with a basic set of facilities. Later more highly developed facilities can be added as the volume of customers builds. Perhaps original buildings or ponds on the land can be used in the recreation enterprise. If they are, however, these facilities must be attractive and well maintained. Crude or makeshift facilities are likely to be ignored by the recreationist in favor of more appealing facilities offered by a competitor.

When deciding upon the types of facilities an operator should provide, consideration should be given the type of clientele the enterprise will attract. As indicated by this study, family groups account for the largest percentage of receipts of private recreation enterprises in Oklahoma. Thus, a broad range of facilities should be provided to offer something for the variety of family recreation interests. For example, one operator interviewed in this study voiced concern over the children of a fishing family who quickly tire of fishing. To entertain the children he added tire swings, a sand box, and a train made of cement culverts painted in bright colors. No longer does this manager worry about the children's desire to go home early ruining the fishing experience for the adults.

Both innovative and status quo managers in this study provide a basic set of facilities which include entrance signs, graveled parking areas, office building, restrooms, drinking water, picnic tables and trash barrels. However, the innovative managers maintain their facilities in better condition than status quo managers. The innovative managers repaint and repair weather worn or damaged signs, picnic tables,

and trash barrels, clean their restrooms daily, and keep their parking areas in good condition.

Fee Fishing Ponds

In addition to the basic set of facilities listed above, facilities for fee fishing ponds include the pond, facilities for cleaning and weighing fish, and the sale of live bait and fishing tackle. This innovative manager restocks his fishing pond according to his records on poundage of fish caught, cleans his fish cleaning sinks after each use, and sells live bait and tackle from attractive containers and displays.

Campgrounds

In addition to the basic set of facilities listed above, the innovative manager has numbered, individual campsites, with parking space, picnic table, trash barrel and a campfire grill at each site. He designs approximately one-third of the sites for use by tent campers and two-thirds of the sites for use by trailer or recreation vehicle campers. When first developing a campground, the innovative manager starts small with 25 to 50 sites and an overflow area. As he expands the enterprise, showers, a group picnic shelter, electrical and water hook-ups at each site, a sewage dump station, and a children's playground can be added. Other welcomed conveniences for campers include an ice machine or freezer with bags of crushed ice, soft drink and candy machines, and a telephone.

The innovative manager designs his campground in such a manner as to provide gently sloping campsites with a minimum of leveling. The

slope of the campsite permits the drainage of water, yet is not so steep that camp trailers and recreation vehicles can not be set up level. Nothing is more discouraging to campers than to find a rainstorm has turned their campsite into a swimming pool. Also, a camp trailer set up on a slope steep enough to give the camper a feeling of rolling out of bed all night is not conducive to a restful nights sleep.

The innovative manager provides access roads to the campground to loop through all campsites without wasting space. The flow of traffic is directed one way to minimize the probability of accidents. By angling parking spaces from the access road, the camper is able to back into the space without having to negotiate a 90 degree angle. The parking spaces are of ample width and length to avoid dropping a wheel off the edge and enable campers to be completely off the access road when parked. Also, wooden or cement parking stops are installed at the end of the parking space to prevent backing off the end of the designated area. Graveling or black topping the access road and parking spaces reduces the number of vehicles which become stuck on muddy, dirt roads during a rain, and reduces dust during dry periods. Overhanging limbs along the road are trimmed to provide ample clearance for recreation vehicles.

By locating the restroom and shower facility for the campground to minimize walking distance from the campsites, one large restroom and shower complex serves the entire campground. This helps in maintenance of the restroom since cleaning supplies can be brought to or stored at one location. Parking lot type lights can be erected near the restroom to provide light around the building and discourage vandals from damaging the restroom.

Youth Camps

The facilities provided at a youth camp depend upon the clientele to be served. Will the camp be for girls only, boys only, or both? What are the age groups being served? While the objective of the camp is to provide a healthful, happy, and rewarding camp experience, to achieve such an objective requires providing for a variety of different outdoor interests. The camp activities should present a challenge and an adventure for the campers, and yet, not be so difficult as to be beyond their capabilities. The innovative manager provides a wide range of activities requiring varying levels of expertise. Learning basic horsemanship may be an enjoyable challenge for a ten-year-old cowboy but a 16-year-old may be bored by the basics. An overnight trail ride may be a stimulating adventure for a 16-year-old, but beyond the ability or desire of a novice rider to enjoy such a strenuous ride.

Activities at a youth camp may include horseback riding, swimming, canoeing, sailing, fishing, arts and crafts skills, outdoor cooking, and outdoor games such as softball, volleyball and tennis. However, the campers' enjoyment of these activities depends in part on the participation and supervision of camp counselors or leaders. Thus, the attitude of the operator or other personnel hired as counselors is critical to the campers' enjoyment of their trip to summer camp.

The innovative manager spaces and rotates activities throughout the day to provide an activity for all campers, while reducing the amount of equipment needed for participation. While one group is part of a horsemanship class, other are swimming, or working on a crafts project. In this manner, a minimum amount of equipment is used by a large number of campers.

Shelter needs of the campers are met by attractive wood or stone cabins with large screened in windows and bunk bed space for six to twelve campers and their gear per cabin. A central restroom for a girls group of cabins and one for a boys group of cabins avoids the expense of toilet facilities in each cabin. A centrally located dining hall is used for meals as well as for other activities. Outdoor activities require adequate physical space, e. g., the trail riders should not cross softball fields; and swimmers and canoers should not compete for the same beach space.

Float Trips

In addition to canoes and canoeing equipment, the innovative float trip operator provides transportation for floaters and their gear. One manager used three crews of men, vehicles, and equipment to transport his customers. While one crew was unloading and starting a float trip, a second crew was loading at the office parking area, and a third crew was loading at the end of a float. To coordinate the three crews, the manager used a system of sign out sheets to match the number of customers with the necessary paddles, life jackets, boat cushions, and canoes to avoid excess trips for forgotten equipment. The time the floaters were unloaded to begin their float and the number in the party were recorded on a chalk board in the office. By checking the chalk board, the manager scheduled workers and vehicles to meet the floaters at the end of their trip, avoiding a wait for return transportation.

After the float, the manager provides a restroom and shower complex for floaters to clean up after their trip. The luxury of a hot shower after a day on the river improves the customers' enjoyment of the float

trip experience. Repeat business is improved when floaters can take a hot shower and change into dry clothes.

Fishing and/or Hunting Lodges

The innovative operator of a fishing and/or hunting lodge provides bed space for large parties in air conditioned units or cabins. Restrooms and showers, kitchen facilities and dining area also are provided. Two types of facilities were noted in this study. One enterprise has all facilities in one large building; the other enterprise has several individual cabins with kitchenettes and restrooms. The enterprise with all facilities in one building was designed for use by large groups such as family reunions, high school groups and church groups. The individual cabin arrangement is used primarily by small groups of fishermen and hunters. Several cabins are large enough to accommodate six to eight persons while other cabins were built for two to four persons.

Fishing and hunting lodges should be located near a public hunting or fishing area. Generally, facilities and services such as groceries, laundry, and restaurant or cafes are several miles away. Thus, the innovative manager who can provide some or all of these facilities and services may have a profitable sideline operation.

Expansion Plans

Once the innovative recreation enterprise operator has developed a basic set of facilities, he remains alert to changes in recreationists' desires. For example, one campground operator found many of his customers who once used tents for their camping had progressed to camp trailers and then to recreation vehicles. Electrical and water hook-ups

become much more important to owners of recreation vehicles than to tent campers.

Perhaps the business volume has grown to the point where additional capacity is needed. The recreation enterprise must expand to keep up with inflation. In other words, as costs increase a larger business volume is required to maintain profit levels. Also the operator expands his operation to provide new activities so repeat customers do not become bored after many visits to the same area. However, this type of expansion depends on the clientele being served. If the area is a campground serving mostly older people who prefer solitude, these customers may not want additional activities. Also, expansion for future needs requires a period of time to develop facilities to the point where they can be used by the recreationists. The innovative manager uses a development plan and a timetable for construction of facilities to keep the enterprise viable (Tables XXIV and XXV).

Expansion of the enterprise requires capital for development of additional facilities. Most status quo managers in this study preferred to finance expansion from enterprise profits rather than from credit sources of capital. However, this view of credit financing results in growth of the enterprise being limited to the current level of business profit. Customers may be lost because the manager did not have sufficient income to build a nice restroom facility at his enterprise.

Much of the aversion to use of credit stems from the seasonality and uncertainty associated with a recreation business. Lenders who are not familiar with the nature of the recreation business are frequently unaware of the credit needs, repayment capacity and the actual risk involved in a loan for a recreation enterprise. Thus, loans have not

TABLE XXIV

RECOMMENDED FACILITIES FOR PRIVATE RECREATION
ENTERPRISES, BASED ON 1975 OKLAHOMA SURVEY

Enterprise	Basic Facilities	Highly Developed Facilities
Fee Fishing Ponds:	Directional Signs Entrance Sign Graveled Access Road and Parking Area Office Building Telephone Restrooms with Flush Type Toilets Drinking Water System Pond Benches Picnic Tables Trash Barrels Pickup Truck	Black Topped Parking Area and Access Road System of Parking Lot Type Lights Facilities for Cleaning, Weighing Fish Live Bait Facilities
Campgrounds:	Directional Signs Entrance Sign Graveled Access Road and Parking Area Office Building Telephone Restroom with Showers Drinking Water System Campsites: 25-50 Sites with Graveled Parking Space, Wheel Stops, Numbered Site Marker, Picnic Table, Trash Barrel, and Campfire Grill Pickup Truck	Black Topped Access Roads and Parking Areas Campsites: 50-100 Sites with Water Hook-ups, Electric Hook-ups, Sewer Hook-ups, Graveled Parking Space, Picnic Table, Trash Barrel, Campfire Grill, Numbered Site Marker Group Picnic Shelter Children's Playground Ice Machine System of Parking Lot Type Lights Graveled Walk Paths

TABLE XXIV (Continued)

Enterprise	Basic Facilities	Highly Developed Facilities
Youth Camps:	6-8 Cabins for 6-12 Campers 2 Restrooms with Showers Dining Hall Swimming Pool Volleyball Courts Softball Field Horseback Riding Area Stables for Horses Riding Equipment 10-20 Horses Office Building Telephone Graveled Access Roads and Parking Area Directional Signs Parking Lot Type Lights Pickup Truck	Tennis Courts Sailboats Canoes Boat Trailers Paddles Lifejackets Boat Cushions Boat Dock Outdoor Theater Arts and Crafts Shop Additional Cabins Game Room with Ping Pong Tables
Canoe Float Trips:	25-50 Canoes 4-6 Canoe Trailers 2-3 Pickup Trucks or Vans 50-100 Paddles 50-100 Lifejackets 50-100 Boat Cushions Directional Signs Entrance Sign Graveled Access Road and Parking Area Office Building Telephone Restrooms Trash Barrels	Ice Machine Picnic Tables Parking Lot Type Lights Convenience Store School Bus Shower Facilities

TABLE XXIV (Continued)

Enterprise	Basic Facilities	Highly Developed Facilities
Fishing and/or Hunting Lodges:	Directional Signs Entrance Sign Graveled Access Road and Parking Areas Picnic Tables Trash Barrels Lodge: One complex of Bedroom Units with Air Conditioning, Restroom with Showers, Kitchen Facilities, and Dining Area, or 6-8 Individual Cabins for Two to Six persons, Restroom, Kitchenettes, and Air Conditioning Telephone Pickup Truck	Parking Lot Type Lights Laundry Facilities Convenience Store Paved Access Road and Parking Area Ice Machine

TABLE XXV
TIMETABLE FOR THE DEVELOPMENT OF FACILITIES
AT PRIVATE RECREATION ENTERPRISES,
BASED ON 1975 OKLAHOMA SURVEY

Fee Fishing Ponds	
Year	Facilities
1	Build Pond Select Fish and Stock Pond Grade Access Road to Pond and Parking Area Gravel Access Road and Parking Area Erect Office Building Build Benches Around Pond Place 10 to 15 Picnic Tables and Trash Barrels Around Pond Build Restrooms Install Drinking Water System Erect Directional and Entrance Signs
2	Build System of Parking Lot Type Lights Black Top Parking Area Add Facilities for Cleaning and Weighing Fish Erect Displays for Fishing Tackle Install Livebait Facilities Have Pay Telephone Installed in Office
3	Add Benches and/or Picnic Tables Add Trash Barrels Black Top Access Road Install Soft Drink and Candy Machines
Campgrounds	
Year	Facilities
1	Grade Access Roads, Parking Spaces and Parking Area Gravel Access Roads, Parking Spaces and Parking Area Construct Restroom and Shower Complex Install Drinking Water System Layout Campsites: 25-30 Sites with Level Space for Tents, Parking Space, Wheel Stop, Picnic Table, Trash Barrel, Campfire Grill, and Numbered Site Marker Construct Office Building Erect Directional and Entrance Signs

TABLE XXV (Continued)

Campgrounds (Continued)	
<u>Year</u>	<u>Facilities</u>
2	Build 25 Additional Campsites Construct Electrical System to Provide Electrical Hook-Ups at 20-25 Campsites Black Top Access Road and Parking Area Install System of Parking Lot Type Lights Add Ice, Soft Drink, and Candy Machines at Office Have Pay Telephone Installed
3	Construct 20-25 Additional Campsites Construct Water System to Provide Water Hook-Ups at 20-25 Campsites Gravel Walk Paths in Campground Build Group Picnic Shelter
4	Construct Children's Playground Construct Sewage Dump Station Add Laundry Facilities to Restroom and Shower Complex Expand Electrical and Water Hook-Ups to 25 Campsites
Youth Camps	
<u>Year</u>	<u>Facilities</u>
1	Construct 6 to 8 Cabins for 6 to 12 Campers and Their Gear per Cabin Construct Restroom with Showers Build Dining Hall Grade Access Road and Parking Area Gravel Access Road and Parking Area Construct Horse Stable and Riding Area Erect Office Building Layout Softball Fields and Volleyball Courts
2	Construct 6 Additional Cabins Build Arts and Craft Shop
3	Construct Additional Cabins Build Game Room for Ping Pong Tables
4	Build Tennis Courts Construct Outdoor Theater
5	Black Top Access Road and Parking Area

TABLE XXV (Continued)

Canoe Float Trips	
<u>Year</u>	<u>Facilities</u>
1	Construct Office Building Grade and Gravel Access Road and Parking Area Build Restrooms with Showers Install Trash Barrels Have Pay Telephone Installed 25-30 Canoes 4-5 Canoe Trailers 2-3 Pickup Trucks or Vans 50-60 Paddles, Lifejackets, and Boat Cushions Erect Directional and Entrance Signs
2	Add 25-30 Canoes 1-2 Additional Canoe Trailers 1 Pickup Truck or Van 50-60 Paddles, Lifejackets, and Boat Cushions Install Ice, Soft Drinks and Candy Machines at Office Add 6-12 Picnic Tables and Trash Barrels
3	Add Additional Canoes Add 6-12 Picnic Tables and Trash Barrels
4	Construct Convenience Store Pave Access Road and Parking Area
Fishing and/or Hunting Lodges	
<u>Year</u>	<u>Facilities</u>
1	Grade and Gravel Access Road and Parking Area Construct Lodge Complex with 10-15 Air Conditioned Bedroom Units for 2-6 persons, Restrooms and Showers, Kitchen, and Dining Hall for 50-100 Persons, or 6-12 Cabins for 6-12 Persons, Restroom, Kitchenettes, and Air Conditioning Install 15-20 Picnic Tables and Trash Barrels Erect Directional and Entrance Signs
2	Laundry Facilities Have Pay Telephone Installed Install Ice, Soft Drink, and Candy Machines

TABLE XXV (Continued)

Fishing and/or Hunting Lodges (Continued)	
<u>Year</u>	<u>Facilities</u>
3	Add Picnic Tables and Trash Barrels Erect Parking Lot Type Lights Add Cabins or Bedroom Units to Lodge
4	Build Convenience Store Pave Access Road and Parking Area

been made, or have been made with terms which are beyond the repayment ability of the enterprise. The innovative operator helps his cause by presenting the lender with a balance sheet, income statement, and cash flow summary.

Investment and Operating Costs

Cost estimates for the package of recreation facilities provided by innovative managers of fee fishing ponds, youth camps, campgrounds, float trip enterprises, and fishing and/or hunting lodges are presented in Tables XIX - XXIII. Capital investment ranged from \$15,000 for a fee fishing pond to \$328,700 for a youth camp. The youth camp's capital investment, \$328,700, includes \$200,000 in land which may have alternative uses, such as pasture for livestock or hay meadow. Operating costs ranged from \$8,400 for the fishing and hunting lodge to \$51,300 for the youth camp. The landowner who is considering opening a recreation enterprise and/or the enterprise operator who is concerned about low levels of business volume need to compare their enterprise's facilities with the facilities of the innovative manager.

Data on recreation enterprise capital requirements, both investment and operating capital, were obtained from the Corps of Engineers. Capital costs and operation and maintenance costs for three recreation areas at Kaw Lake, a new lake in north central Oklahoma, are presented in Appendix C. Capital investment, excluding the cost of land, ranged from \$37,215 for a recreation area with 20 campsites and 33 picnic sites to \$51,223 for a recreation area with 51 campsites. To derive capital costs per visitor day, the capital costs of each recreation area were divided by a range of expected visitor days of 50,000 to 600,000.

Operation and maintenance costs per visitor day for each Kaw Lake recreation area were estimated from Keystone Lake recreation area with similar physical size and quantity of facilities. Total costs per visitor day are the sum of capital costs and operation and maintenance costs per visitor day. Using these data the total costs per visitor day at Sarge Creek Cove ranged from \$.21 to \$1.05. Total costs per visitor day at Coon Creek Cove ranged from \$.22 to \$1.15. The total cost per visitor day at Ponca Cove ranged from \$.19 to \$.87. Attendance levels expected in a typical or normal year are 300,000 visitor days for both Sarge Creek Cove and Coon Creek Cove, and 200,000 for Ponca Cove. At these normal or typical attendance levels, the total costs per visitor day are \$.28 for Sarge Creek Cove, \$.30 for Ponca Cove and \$.32 for Ponca Cove.

Cost analysis of this type would benefit the private recreation enterprise managers in evaluating the capital and operating costs for their specific enterprise. The author has analyzed costs per visitor day at private recreation enterprises based on the budgets of innovative manager in Tables XIX - XXIII. This cost analysis is presented in Appendix D.

Fees

This is where a beginning recreation enterprise operator discovers his true friends, the people willing to pay fees for use of his enterprise. Too many operators find themselves forced into red ink by friends and relatives who want a free ride to enjoy the operator's facilities without shouldering their share of the costs.

For an operator opening a recreation enterprise, establishing the fee schedule represents a difficult decision. Price levels must reflect sound economic thinking. This means fees must be set with regard to the cost structure as well as location of the enterprise relative to population centers, highway access to the enterprise, the quality of facilities provided, rates charged by competitors, and projected occupancy levels. These factors are specific or unique to each enterprise.

Too often managers set their fees at what they believe the market will bear based on rates charged by a nearby competitor. However, there may be differences in the two enterprises which justify charging rates which are higher or lower than the competitor's rates. For example, consider two campground enterprises which are identical except in the quality of facilities provided.

The manager of campground B provides a highly developed set of recreation facilities such as individual campsites with graveled parking space, concrete picnic table, campfire grill and electric and water hook-ups, a restroom and shower complex with flush toilets, and hot and cold water. The other manager, at campground A, provides no designated sites, campers park wherever they please in the campground area and move picnic tables to where they camp. The restroom is a pit type facility without running water, although drinking water is piped to a faucet centrally located in the campground. The latter manager charges \$2 per vehicle per night for camping, regardless of the number of customers in the vehicle. With other factors equal, service oriented recreationists would obviously prefer the more developed campground if the same fees were charged at both campgrounds. However, recreationists' preferences for developed facilities justifies charging higher fees at

the more developed campground, e. g., \$3.50 per site per day.

The operator with some unemployed labor and under utilized facilities during the late spring and early fall can encourage more use of his facilities by giving price discounts, if at the discounted price he covers his average variable costs and some portion of his fixed costs. Discounts given to families, to large groups or clubs of recreationists, to weekday users, and to those who stay for long period encourages return or repeat business.

The enterprise operator needs to be aware of competitors' fees for comparable facilities and services to avoid pricing too high or too low. The Corps of Engineers charges user fees for the use of developed campsite areas around Corps lakes in Oklahoma. These charges range from \$1.00 to \$3.00 per site per night for camping. Electrical hook-ups are \$.50 per night. The range in fees depends upon the facilities available in the recreation area. Charges of \$3.00 per site are made in areas which have showers and running water at the restrooms, with \$1.00 per site charged at areas with masonry vault toilets.

The State Parks of Oklahoma charge \$1.50 per night for an electrical hook-up; \$2.50 per night for a complete electric, water and sewer hook-up. However, the State Parks do not charge for campsites without hook-ups.

In 1976, private campground fees in Oklahoma ranged from \$2.50 to \$5.00 per night for two persons. Extra persons were charged \$.50 to \$1.00 per night. These fees vary depending upon the location of the campground, the number and type of hook-ups used, the number in the party, and additional facilities available. Additional facilities

may include swimming pools, miniature golf courses, tennis courts, et cetera.

Besides being aware of the rates his competitors are charging, the recreation enterprise manager must not lock himself into one level of fees for several years. One manager interviewed in this study indicated one problem associated with advertising in national camping directories was the tendency to become locked into one level of fees. Late in the summer or early fall he had to send the ad for his enterprise listing directions to his enterprise, facilities available, and fee schedule for the following year. The fee schedule he listed was usually the current season's; however, once he advertised in a national directory he could not increase the rates during the next season. The fee schedule must remain flexible to adjust to cost increases. Also, the operator will meet much less resistance to a change in fees when the change is made over the off season as opposed to changing fees after beginning a new season.

Recommendations for Levels of Fees

Based on the operating budgets of innovative managers in Chapter III, the recommended fees for private recreation enterprises are presented in Table XXVI. These recommended fees are flexible in the sense that the manager should adjust his fee structure for various factors which are unique to his enterprise. These factors include the location of the manager's enterprise relative to population centers, ease of access to his enterprise, the quality and quantity of recreation facilities he provides, his cost structure, the location of competitors, the quality and quantity of competitors' facilities, and competitors rates.

TABLE XXVI
 RECOMMENDED FEES FOR PRIVATE RECREATION
 ENTERPRISES, BASED ON 1975
 OKLAHOMA SURVEY

Activity	Fee Charged
Camping:	\$3.00 per site per night for a party of four \$.50 per person per night for additional persons in party greater than four
Hook-ups:	
Electrical:	\$.50 per hook-up per night
Sewer:	\$.50 per hook-up per night
Swimming:	\$1.00 per vehicle per day for a party of four \$.25 per person per day for additional persons in parties larger than four
Picnicking:	\$1.00 per vehicle per day for a party of four \$.25 per person per day for additional persons in parties larger than four
Fee Fishing:	\$1.00 per adult over 12 per day \$.50 per child under 12 per day, plus \$.85 per pound of fish caught
Youth Camps:	\$120 per child per week for eight weeks \$125 per child per week for four weeks \$150 per child per week for one to two weeks
Canoe Trips:	\$6.00 per adult over 12 for day float \$5.00 per child under 12 for day float \$1.00 per child too young to paddle for day float \$4.00 per adult over 12 for half day float \$3.00 per child under 12 for half day float \$.50 per child too young to paddle for half day float
Fishing and/or Hunting Lodges:	\$4.00 per person per night, minimum of two nights, for group lodge \$8.00 per night for two person cabin \$1.00 per night for air conditioning

The recommended fee for camping is \$3 per site per night for a party of four. Additional persons in a party are charged \$.50 per person per night. Charges of \$.50 per hook-up per night are made for electric, water and sewer hook-ups. Charges for swimming are \$1 per vehicle per day for a party of four. Additional swimmers are charged \$.25 per person per day. Picnicking is \$1 per vehicle per day for a party of four. Additional persons in parties larger than four are charged \$.25 per person per day. Fee fishing admission is \$1 per adult over 12 per day and \$.50 per child under 12 per day with a charge of \$.85 per pound fish caught.

Youth camp fees are \$120 per child per week for eight weeks, \$125 per child per week for four weeks, and \$150 per child per week for one to two weeks.

Float trip fees are \$6 per adult over 12, \$5 per child 12 and under, and \$1 per child too young to paddle for a day trip. Half day trips are \$4 per adult over 12, \$3 per child 12 and under, and \$.50 per child too young to paddle.

Fishing and/or hunting lodge fees are \$4 per person per night for a minimum of two nights with a \$20 minimum fee for the lodge each night. Where the fishing and/or hunting enterprise consists of a group of cabins or cottages, fees are \$8 per night for cabin for two persons. Air conditioned cabins are an additional \$1 per night per cabin.

Advertising

Although the degree of success or effectiveness is difficult to measure, advertising, particularly for a newly established enterprise, can be of great importance to the success of the recreation business.

The newly established enterprise faces a barrier to entry into the recreation industry if their location and activities offered are unknown to recreationists who frequent the area and who are aware of nearby established recreation enterprises from prior visits. Advertising should supply potential customers with information about the quantity and quality of facilities available at a new recreation enterprise.

The new firm must analyze what it has to offer customers, who these customers are and how to best reach customers with the advertising message. The advertising message should inform the potential customer how he will benefit from patronizing the enterprise. Advertising media such as radio station spots, local newspaper ads, direct mail of enterprise brochures, and regional promotion pamphlets on recreation facilities are used by the innovative manager to present his message to potential customers most economically. Based on the findings of this study and some of the pitfalls which have befallen the status quo manager in his advertising efforts, the author has developed a suggested program of how an innovative manager promoted his enterprise. This "parable" is in Appendix E.

Public or Interpersonal Relations:

The Ability to Communicate

The amount of revenue generated by a recreation enterprise may not be as closely associated with natural resources as it is with the personality and services provided by the enterprise operator. A landowner should not be misled into believing he can operate a successful recreation enterprise simply because he has a beautiful site for outdoor recreation. Many farm operators, due to their individualism and

experience with nonhuman resources, may not have the adaptability to satisfy the demands and to adapt to the personalities of paying recreationists. Many rural landowners simply are not accustomed to meeting the public and certainly not an urban oriented public. If a farm family intends to open a recreation enterprise, they must be aware of the privacy they will give up and must be willing to accommodate all kinds of people.

The importance of the personal relationship which the operator enjoys with his guests can not be over emphasized. Such personalized service is simply the boundary between success and failure of a recreation business. On that basis it pays the operator to be very friendly.

When offering recreation services the enterprise manager is dealing with people who are in the mood to relax and have a good time. It is important for the manager to greet his customers with an attitude that indicates to the customer the operator is willing to do his utmost to assure them an enjoyable recreation experience. To accomplish this objective the innovative manager displays his "stage personality", that is, he greet his customers courteously, smiles, listens to their problems, is sincere and always maintains his self control. This means a responsible person must be on the premises to meet customers as they arrive, answer their questions, help them to settle into the swing of activities available as well as to collect fees. This definitely is not a job for an eight or ten-year-old child of the owner-operator.

The recreation enterprise manager also must be concerned that the behavior of his guests reflects a credit to his firm, i.e., he needs to attract a desirable clientele. By careful study of his enterprise, the

manager can take aggressive steps to overcome possible behavioral problems of the recreationists. The manager will have to face such behavioral problems as vandalism, loudmouth gripes, noisy family arguments, and loud parties. Such problems can be reduced by displaying a friendly, welcoming attitude. The manager must try to understand the customer's point of view, listen patiently with an open mind to criticisms and complaints, and then take action to do all he can to remove the causes. Enterprise rules and regulations should be kept positive and to a minimum, based upon what people can reasonably be expected to observe. These rules should be written, posted in the area, and handed out to recreationists as they pay fees or when they enter the area. The most important "tool" an innovative manager has for control of clientele behavior is his sense of humor. The manager who has the ability to use his sense of humor, especially when his customers seem unreasonable, is ahead in the game in gaining repeat customers.

The repeat customer is the key to a successful enterprise and the manager's public relations approach lets his customers know that he looks forward to seeing them again. Thus, the innovative managers practices giving his guests their money's worth, and then a little extra while being friendly, courteous, and interested in his guests.

Vandalism

The majority of recreationists do not deliberately damage property; however, a few may accidentally back over a picnic table, trash barrel, or campfire grill, especially when barriers are not constructed around parking areas to prevent driving into the picnic area. A minority of the recreationists are enough to cause headaches for the most easy-going

recreation enterprise manager when that unthinking few cut down trees, turn over trash barrels, and throw picnic tables into a pond or use them for firewood. Repairing and/or replacing items damaged by vandals entails costs which must be considered in enterprise budgets.

To minimize vandalism the innovative recreation enterprise operator practices people management. The manager sees that any damage to his facilities is quickly repaired to discourage further vandalism or destruction. The recreation enterprise requires adequate patrolling, especially at night, and daily inspection of facilities. The innovative operator provides a stimulating program of activities with wise and simple regulations clearly posted. The facilities are protected by proper lighting. The best method to reduce vandalism is to construct facilities of solid materials which are more difficult to destroy.

Sanitation

Recreationists are pleased to see reasonable care taken to protect their safety through good sanitation and health measures. People want to know that the drinking water is safe. Recreationists want to see evidence that solid wastes are disposed of in a proper manner. People are pleased when they know all users are expected to help keep the enterprise in good order.

Wherever people gather, trash and litter congregate. The best method to beat the Great American pastime, "litterbugging", is to make periodic clean up rounds through the enterprise. The enterprise requires an adequate supply of good drinking water. The wrong time to decide there is no source of water near the site chosen for development is after the operator has developed his site. Most urban oriented recreationists

expect flush type plumbing in restrooms. These facilities require daily cleaning and deodorizing, and during high use periods toilets may have to be cleaned several times a day.

Insect pests such as fleas, ticks, chiggers, and mosquitoes are generally a nuisance. Snakes in the recreation area are not conducive to repeat business. Spraying is required to control such pests. Garbage and trash cans must frequently be emptied and cleaned out periodically to control not only flies but also skunks, raccoons, and other night prowlers.

Management of Labor

From the above discussion of vandalism and sanitation, it is obvious that the recreation enterprise requires close supervision of hired labor to assure smooth operation and maintenance of facilities. Thus, management of the enterprise's labor, the getting things done through people, is essential to the smooth operation of a recreation enterprise. Two types of labor are utilized by recreation enterprises in Oklahoma -- the operator's labor and the labor the operator hires. The status quo manager in this study hired no additional labor, relying upon his own labor and that of his family to meet the enterprise's labor requirement.

Hired labor generally is not utilized due to seasonality of the recreation industry and because the status quo operator feels hired labor does not do an adequate job. One operator indicated he would rather do a job right himself than to hire someone who does the job halfway, requiring the operator to return and properly complete the task. To correct a job poorly done by his hired help may require more

time of the operator to correct the mistake and complete the task than if he had done the job in the first place.

Seasonality of the recreation industry creates the need for additional labor in the summer months and particularly on weekends. This creates difficulty in hiring help as many prefer to enter the labor force only for a full time job. More use could be made of students home from school for the summer. Training programs for recreation workers need to be initiated at Vocational-Technical or high schools in the state. However, even students in need of summer jobs may find other job alternatives more appealing than the long hours and weekend work generally associated with recreation enterprises.

Although not pursued in this study, perhaps the preference by owner-operators to provide all needed labor themselves rather than hiring additional labor stems from the owner-operator's lack of ability to motivate, stimulate and provide his employees incentives to get things done. Not all managers possess the ability to get the most from their employees. One innovative manager indicated he had no problem getting excellent work from his employees. The secret is simple; better employees were rewarded with raises in wages. However the wage incentive requires the manager to know the employees' abilities and to recognize when an employee is doing a superior job. A manager who recognizes recreationists require a personalized touch should also realize his employees need personal supervision, encouragement and praise to do their best work.

Clear and direct orders which the employee understands and is capable of performing are required to fulfill the directing task of the manager. The enterprise's labor force must be efficiently allocated to

handle effectively both periods of high recreation use and periods of low recreation use. Maintenance of the enterprise is an ongoing and continual process. An efficient work routine should be set up to clean and repair facilities during and after a high use weekend and to prepare the enterprise for use by subsequent customers. Tasks which occur with regularity should be standardized to assure such tasks are completed in a high quality manner. The manager must communicate to the employee the type of results the manager expects when the task is completed and reward the employee for excellent work.

Business Records

The record system for the enterprise should be set up in such a manner as to provide not only financial records for tax purposes but also a source of information to measure or gauge the success of the enterprise. Accurate income and expense data are needed to determine enterprise profitability during a season's operation. At the end of each season a firm's records should be compared to expected results or results from prior years' operation. Revenue and costs associated with each activity of the enterprise should be analyzed to determine which activities are most profitable, which are least profitable. A reallocation of resources may be required to expand profitable activities or discontinue unprofitable activities.

Net profit from a recreation enterprise tend to fluctuate widely. Those years in which profits are above expectations are the best times to pay off debts ahead of schedule and/or make needed capital improvements in the enterprise. Financial conditions could change rapidly. A season of bad weather, the location of a new competitor near the

enterprise, relocation of a highway, or a change in customers' preferences could result in drastic changes in next year's profit situation.

For landowners considering the establishment of a new recreation enterprise, an important financial tool is the enterprise budget. Creating a budget for a new enterprise forces the operator to carefully consider expected costs, returns, cash flows and time period required for enterprise returns to cover operating costs. The budget should account for depreciation of facilities and operating equipment, especially items used in the recreation enterprise which are shared with other enterprises.

The landowner interested in establishing an enterprise must also consider the capital investment required and the possible sources of capital. An inventory of assets should cover the investment of land, buildings, improvements, and operating equipment. Thought should be given to sources of both investment and working capital.

Information on use rates by season can be used to allocate the amount of labor required by the enterprise at various times during the year. For example the data on occupancy rates may show the enterprise tends to be filled to capacity during the June and July weekends but be slightly less busy during August. The innovative manager schedules the vacation time of his employees during August rather than operate short handed or hire an additional worker in the busier portion of the season. Also attendance data over time can be used to estimate the number of customers to expect during a peak use weekend. Plans can then be made on the most efficient way to handle a large number of customers.

Regular clean up and/or repair chores can be planned to avoid bottlenecks during a busy weekend. For example, one innovative operator indicated that based upon past attendance at his campground he needed 100 bags of crushed ice for each day of a three day weekend. However, the firm from which the operator usually purchased his ice informed him they could not meet the expected demand for all three days, although they could guarantee him 200 bags of ice if he could arrange for transportation from their plant. By allocating one employee to pick up the 200 bags of ice at the original supplier and contracting the other 100 bags of ice from an ice company in another nearby town, the enterprise operator provided an adequate supply of ice for his customers while nearby competitors ran short.

Another operator suggested an innovative use of attendance records. His records indicated more than half of his customers were from nearby small towns. In the early spring of each new season the operator makes a car tour of these small towns, posting notices of his opening for a new season. This operator's business records were used to make his advertising program more effective.

Financial records can be used to determine the level of fees to set. The cost of services per customer or per site is calculated from data on total number of customers or sites for the year. Then, by allocating expenses to particular types of recreationists or to particular facilities, fees can be set to cover these costs plus a reasonable return on the investment. An example of cost analysis for a recreation enterprise is presented in Appendix D.

The major advantage of business records to the enterprise manager is a better understanding of the enterprise. Analysis of business

records forces the manager to take a critical look at the areas of operation in which the enterprise is doing well and those areas which need improvement.

Liability Aspects of Private Recreation Enterprises

Many Oklahoma landowners lack knowledge of the legal implications of the recreation business. The operator of any business is exposed to probable injuries or damages resulting from persons entering the premises. Generally, entrants upon the land of another include trespassers, licensees, and invitees. A trespasser is any transgressor of the law, less than treason and felony, of nature and society, whether it relates to a person or to property [32]. A person entering under authority (license) to do a particular act or series of acts upon the land or premises of another without possessing an estate in the land is a licensee [33]. An invitee is a person who possesses an expressed or implied invitation to come upon the land of another [34]. Such an invitation exists for patrons who enter for business purposes.

When a person invites or induces another to come upon his premises for business or other purposes, it is his duty to exercise ordinary care and prudence not to injure him [34]. Under Oklahoma law, an owner is liable to an invitee for personal injuries when the owner knows, or by exercise of reasonable diligence should have known, of existing dangerous conditions and the danger is not, or in exercise of due care, would not have been an ordinary risk associated with use of the premises [35, 36]. The owner is not under any legal duty to alter the premises to remove known and obvious dangers. Also, the owner is not liable for injury to

an invitee resulting from an obvious danger which should have been observed while exercising ordinary care [37, 38].

Where a licensee is on the premises the landowner's duty is to exercise care and watchfulness to protect the licensee against injury. The degree of care required must be equal in measure to the probability that such a licensee may be on his premises at that point in time [39].

A trespasser who invades upon the property rights of another is liable even though no actual harm resulted. However, he is an "innocent trespasser" when acting in good faith and honest belief that he had the legal right to invade the property rights of another and is liable only for actual damages caused by the trespass [40]. Generally, the only duty the owner of the premises owes to a trespasser is not to injure him willfully and wantonly after his peril is discovered [41].

The Attractive Nuisance Doctrine

Although children invading the owner's premises are technically trespassers, the Attractive Nuisance Doctrine places liability upon the landowner where children, so immature as to be unable to appreciate the danger, are attracted upon the land by unusual instrumentalities which are dangerous in nature. This doctrine is recognized in Oklahoma and requires the weighing of society's interest in the safety of its children against the inherent right of the landowner to engage in lawful business or right of landowner in enjoyment of his property.

A child under the age of seven years, or in absence of evidence of the child's capacity, between seven and fourteen years of age, is presumed to be incapable of committing more than a technical trespass.

The landowner's duty to the child is to guard against dangerous conditions of the premises [42].

Owner's Liability When Money is Charged

For Admission

The owner of premises charging an admission fee is required to use a high degree of care to keep the premises in safe condition for use. If the owner fails to maintain his premises in a reasonably safe condition, he is liable in damages for injuries resulting to his patrons [43].

The Right of the Proprietor to Exclude

The proprietor of a recreation enterprise has a duty to maintain proper quiet and good order in and about his place during the recreation activity and while persons are entering or leaving the premises. Where the proprietor believes a patron's conduct justifies it, he may request the patron to be quiet and orderly. However, the owner must do so quietly, politely, and without unnecessarily humiliating the patron. If this is not enough, he may take additional reasonable steps deemed necessary to end the disturbance [44]. The proprietor may call a police officer to act in quieting the patron or request the patron to leave, and expell the patron with such force as reasonably necessary.

Methods of Limiting Liability

As indicated in the sections above, the operator of a recreation enterprise owes the licensee and invitee the duty to warn them of dangerous conditions which may exist. One way to alert invitees and

licensees of dangerous conditions is an oral warning. Another method is erecting large, printed signs in conspicuous places warning of dangerous conditions. However, signs stating that the owner is not liable for injury or damages have no legal effect in limiting the owner's liability in the event of an injury to an invitee or licensee.

Incorporation

The incorporation of a recreation enterprise offers the advantage of limited liability in case of a lawsuit for damages or injuries suffered by an invitee or a licensee. However, if it can be shown that the corporation was created with inadequate capital, the court may ignore the corporate status, holding the stockholders personally liable. Capital is deemed inadequate when it is not commensurate with the inherent risk of the corporation's business activities [45].

Exclusion of Unwanted Guests

Generally, unwanted guests are those considered to be trouble makers. So long as no "unreasonable" force is used, a trespasser may be evicted at the owner-operator's discretion. A licensee may be requested to leave by telling him his license or right to use the property is terminated. For an invitee who has paid a fee the owner-operator must first end the status of invitee, which can be done if the invitee is acting in a negligent or dangerous manner.

Liability Insurance

Wherever fees are charged for the right to enter property or for the right to use recreation facilities, liability insurance is a must

for protection against large tort liabilities. To determine exactly what coverage is required to protect the owner's interests in case of injury by recreationists, the operator should consult an attorney and a reliable insurance firm.

While insurance does not eliminate the risk of being sued for injuries damages by a licensee or invitee, insurance does shift the risk to the insurance company. Most farm liability policies do not cover situations in which an admission or fee is charged for recreation activities. A new policy or a rider to an existing policy may be required to adequately cover the recreation enterprise.

Other Legal Obligations of the Recreation Operator

The operator is liable for different types of taxes and licenses on goods and services used in the operation of, or sold at, his recreation enterprise. For example, to sell tobacco products or alcoholic products, the business must have a license. OSA Title 68, Section 1304j states that the operator must charge a 2 percent sales tax on dues and fees to clubs, and the sale of tickets or admissions or charges for the privilege of access to recreation facilities.

The operator must be aware of public health laws concerning public bathing houses and swimming facilities. The operator must have an annual license from the State Board of Health before he can operate a place where food or drink is sold to the public. The State Board of Health also has rules and regulations for sanitation of places selling food and drink. For a better understanding of the health laws, the operator should consult his local health offices.

CHAPTER V
OPERATION OF MUNICIPAL RECREATION
ENTERPRISES

The purpose of this chapter is to discuss in detail municipal recreation enterprise characteristics. These characteristics include: location, recreation uses permitted, facilities and services available, fee schedules, expenditures for repairs, labor requirements, special lake events, development plans, attendance, management problems, and use of advertising. To obtain data on these characteristics, city officials from 33 municipalities which operated 44 city lakes were visited throughout the state. Fifteen of these city officials were mayors or city managers, eight were lake rangers, three were directors of the parks and recreation departments and the remaining seven officials held a variety of positions in the city government. These officials had been in their present job an average of five and a half years (Table XXVII).

Location of Municipal Recreation Enterprises

Three locational factors concerning lake recreation enterprises were considered: the location of the lake relative to the operating municipality's city limits; the location of the enterprise relative to major transportation routes; and the location of the lake relative to other federal, state and location recreation areas (Table XXVIII).

TABLE XXVII
 POSITION AND TENURE OF CITY OFFICIALS
 INTERVIEWED FOR 1975
 OKALHOMA SURVEY

City	Position	Tenure (in years)
Bartlesville	City Manager	2
Blackwell	City Manager	.33
Bristow	Mayor	.33
Chandler	City Manager	6
Chickasha	City Manager	1.5
Claremore	Mayor	.33
Clinton	Secretary for City Manager	12
Comanche	City Manager	1.5
Cordell	Mayor	4
Duncan	Director of Parks and Recreation	1
Elmore City	Mayor	5
Fairfax	City Clerk	.5
Guthrie	Lake Ranger	1
Hobart	Mayor	2.5
Holdenville	Lake Superintendent	4
Hominy	City Treasurer	8
Lawton	Director, Community Services Dept.	1
Marlow	City Clerk	5
Maysville	Mayor	8
McAlester	Chief Lake Patrolman	1
Pauls Valley	Lake Patrolman	5
Pawhuska	Lake Superintendent	30
Pawnee	Mayor	.25
Perry	Utility Manager	20
Ponca City	City Manager	16
Purcell	City Manager	1.5
Seminole	Lake Ranger	.08
Shawnee	Director of Parks and Recreation	2.5
Stigler	City Manager	5.5
Talihina	Water Superintendent	2
Tecumseh	Lake Superintendent	1
Walters	Water Superintendent	27
Wewoka	Lake Caretaker	7

TABLE XXVIII

DISTANCE OF MUNICIPAL LAKES FROM CITY LIMITS, OTHER RECREATION AREAS,
AND MAJOR TRANSPORTATION ROUTES, BASED ON 1975 OKLAHOMA SURVEY

City	Lake	Surface area (in acres)	Distance in Miles						
			City Limits	Nearest Rec. Area			Nearest Highways		
				Federal	State	Local	Interstate	U.S.	State
Bartlesville	Hudson	335	5	22	12	30	52	4	3
Blackwell	Blackwell	300	18	35	35	20	3	1	1
Bristow	Massena	24	--	15	15	18	1.5	.75	.75
Chandler	Chandler Municipal	120	1.5	35	35	14	1	1.5	1
Chickasha	Chickasha	1,950	17	17	17	14	20	7	8
Claremore	Claremore	470	1	15	16	21	2	2	1
Clinton	Clinton	335	17	10	10	17	2	17	4
Comanche	Comanche	201	3	70	70	12	50	3	.75
Cordell	Cordell	11	12	35	34	17	14	6	4
Duncan	Duncan	400	10	52	48	24	39	11.5	2.5
	Clear Creek	560	12	59	55	30	37	10	3
	Humphreys	882	10	60	56	28	34	6	2.5
	Fuqua	1,500	18	47	43	21	30	24	3
Elmore City	Brewer	NA ^a	.25	56	56	15	11	14	.25
Fairfax	Fairfax City	101	2.5	23	21	20	35	6	2.5
Guthrie	Guthrie	184	6	40	40	30	2	1	9
Hobart	Hobart	450	12	26	26	25	33	6	8
Holdenville	Holdenville	550	4	48	60	18	23	6	.1
Hominy	Hominy Municipal	365	.25	17	17	24	17	9	.25
Lawton	Ellsworth	5,600	10	11	40	30	2	1	1
	Lawtonka	1,868	15	.1	50	45	4	11	1
Marlow	J. W. Taylor	500	9	90	90	12	15	2	11
Mayssville	Wiley Post Meml.	302	3.5	40	40	12	13.5	15	5.5

TABLE XXVIII (Continued)

City	Lake	Surface area (in acres)	Distance in Miles						
			City Limits	Nearest Rec. Area			Nearest Highways		
				Federal	State	Local	Interstate	U.S.	State
McAlester	Tahiwanda 1	102	3	8	19	46	3.5	4	3
	Tahiwanda 2	104	4	7	18	46	3.5	3	2
	McAlester	2,100	7	6	19	46	1	1	2
Pauls Valley	Pauls Vly. City	750	3	53	53	12	3	9	1
Pawhuska	Bluestem	800	4.5	30	18	24	52	2.5	2.5
	Pawhuska	95	6	33	21	27	55	5	5
Pawnee	Pawnee City	257	1	29	1	22	11	1	.25
Perry	Perry	614	3.5	70	24	24	3.5	2	3.5
	CCC	75	1	67	21	21	1	3	.5
Ponca City	Ponca	805	2.5	15	15	20	11	2.5	.1
Purcell	Purcell City	160	--	15	15	13	.1	.25	.25
Seminole	Sportsman	355	6	65	75	10	16	8	2
Shawnee	Twin Lake N.	1,100	7.5	8	20	1	1.5	7.5	.75
	Twin Lake S.	1,336	6.5	7	18	12	2.5	6.5	.5
Stigler	John Wells	237	3	9	36	18	34	17	2
	Stigler	28	--	12	33	21	22	21	1
Talihina	Carl Albert	220	1.5	8	26	23	60	3	3
	Talihina	40	1	8	26	23	60	3	3
Tecumseh	Tecumseh	127	2.5	15	15	12	11	2	2
Walters	Walters City	NA ^a	2	91	91	20	4	6	1
Wewoka	Wewoka City	625	3	67	77	18	20	6	3

^aData on surface acres is not available

Only three of the 44 lakes were located within the city limits. The remaining 41 lakes were an average of 6 miles from the city limits, ranging from a minimum of a quarter mile to a maximum of 18 miles. The 44 lakes were an average 19 miles from the nearest interstate, 6 miles from the nearest U. S. highway and 2 miles from the nearest state highway. Access to all city lakes was available via the county road system. The lakes were an average distance of 33 miles from the nearest federal recreation area, 35 miles from the nearest state recreation area and 22 miles from the nearest local recreation area excluding its own recreation facilities.

Recreation Uses Permitted at the Enterprise

To ascertain recreation uses of municipal recreation enterprises, the city officials interviewed were asked to indicate which uses were permitted at the lake from a list of eight activities (Table XXIX). These activities included camping, swimming, boating, hunting, picnicking, fishing, water skiing, and hiking. The most frequently permitted activity was fishing with all 33 city officials indicating this activity was permitted. Thirty-two officials indicated picnicking was the next most frequently permitted activity followed by boating, camping, hiking, hunting, water skiing and swimming. It is interesting to note that although water skiing was allowed at 16 lakes, only six allowed swimming. The most common reason given for not permitting swimming was the health factor associated with use of the lake as the city water supply.

TABLE XXIX
 RECREATION USES PERMITTED BY MUNICIPAL
 GOVERNMENTS AT LAKE RECREATION
 ENTERPRISES, BASED ON 1975
 OKLAHOMA SURVEY

Recreation Uses	Number of Municipal Governments Permitting Activity
Fishing	33
Picnicking	32
Boating	31
Camping	29
Hiking	25
Hunting	23
Water Skiing	16
Swimming	6

Facilities and Services Available
 at Municipal Lakes

A variety of facilities from black topped roads to convenience stores were available at lake sites (Table XXX). Facilities most commonly available at the lakes included trash barrels, dirt roads, hard surfaced roads, boat ramps, locational and directional signs, and tent campsites. Rental cottages or cabins, sun bathing beaches, swimming areas, and showers were the least frequently provided facilities.

Fees

Twenty-nine of 33 city officials indicated some type of fee was charged for the use of the lake by recreationists (Appendix F). At 24 cities permits are sold at the lake by either lake patrolmen or

concessionaires, while 10 municipalities sell permits at city hall. In one municipality the local bait shops sell permits; there is an additional charge of \$.25 for the same permit sold at city hall.

TABLE XXX
 FACILITIES AND SERVICES AVAILABLE AT
 MUNICIPAL LAKE RECREATION
 ENTERPRISES, BASED ON
 1975 OKLAHOMA SURVEY

Facilities and Services	Number
Trash Barrels	33
Dirt Roads	33
Hard Surfaced Road	30
Boat Ramp	28
Location and Directional Signs	26
Tent Campsites	24
Boat Docks	22
Pit Type Toilets	17
Convenience Store	17
Auto/RV Campsites	16
Toilet with Running Water	16
No Designated Campsites	7
Rental Boats	6
Showers	5
Swimming Area	3
Sun Bathing Beach	2
Rental Cottages, Cabins	2

Twelve cities charge camping fees which range from \$.75 to \$2.50 per vehicle per day depending upon the hook-ups used by campers. Six of these 12 cities charge \$1 per vehicle per day without any hook-ups. Electrical hook-ups cost an additional \$.50 to \$2 per hook-up per day.

Only two cities sell annual camping permits which range from \$75 to \$135 per camping unit per year.

Twenty-two cities charge fishing fees. Daily fees per person range from \$.25 to \$2. Fourteen cities charge \$.50 per person per day. Nineteen cities charge from \$2.50 to \$15 per person for annual fishing permits. Eight cities sell family annual fishing permits ranging from \$4 to \$20. One city charged no fees for persons under 16 and over 65 years of age. Several cities charged nonresidents of the county higher fishing fees than county residents.

Boating permits were sold by 18 lake enterprises. Daily boating permits ranged from \$.50 to \$3 per boat. Eight of these 18 enterprises charged \$1 per boat. Annual permits from \$2.50 to \$20 per boat were sold at the 18 lakes. Six of these 18 lakes charged \$7.50 per boat per season. One city charged residents and nonresidents of the county different rates. The range in annual boating fees varied according to the size of the boat and motor.

Hunting fees were charged by 13 cities. The daily hunting fees ranged from \$.50 to \$2 per hunter and annual permits were \$3 to \$7.50 per hunter. Nine enterprises charged \$1 for their daily permits and eight enterprises charged \$5 per hunter for annual permits. Five of the 13 enterprises allowed quail hunting in addition to duck hunting.

Water skiing permits were sold at nine lake enterprises. Daily permits cost \$1 to \$3 per boat or \$.25 to \$.50 per person. The cost of annual permits was \$12.50 to \$20 per boat or \$2.50 to \$3 per person.

Other fees charged by lake enterprises included permits for duck blinds, boat docks, and lake lot leases.

Repair Costs of Facilities

Twenty-four of the 33 municipal officials responded to questions about costs for repairs and erosion control at the lake enterprises. The 24 city officials indicated an average annual repair bill for repair and/or replacement of worn or damaged facilities of \$2,785, ranging from a minimum of \$100 to a maximum of \$15,000.

Only eight city officials indicated expenditures on erosion control at the lake enterprise. These expenditures, ranging from \$100 to \$15,000, averaged \$3,225 per year.

Operation and Maintenance Labor

Required by Municipal

Lake Enterprises

To determine labor requirements for operation and maintenance of a municipal lake enterprise, city officials were asked to relate in terms of time or dollars their labor requirements for operations such as mowing, repair of vandalism, trash collection, spraying, and general clean up of litter. Half of the city officials were unable to estimate either time or dollars devoted to the above activities due to the inter-related roles of the various city maintenance departments which provided the labor for such operations. However, 17 enterprises did have estimates for operation and maintenance labor requirements.

In terms of man hours, these 17 enterprises averaged 690 man hours for mowing, 270 man hours for repair of vandalism, 414 man hours for trash collection, 63 man hours for spraying, and 864 man hours for general clean up (Table XXXI). The average annual total man hours used by the 17 enterprises was 2,301 man hours of labor.

TABLE XXXI

LABOR COSTS FOR OPERATION AND MAINTENANCE AT
MUNICIPAL LAKE RECREATION ENTERPRISES,
BASED ON 1975 OKLAHOMA SURVEY

Municipality	Mowing	Repair	Trash Collection	Spraying	General Cleanup	Total
	(Man Hours)					
Duncan	4,000	1,500	500	--	4,000	10,000
Chandler	16	72	64	32	48	232
Pawhuska	100	16	200	--	200	516
Bartlesville	240	104	156	24	104	628
Perry	480	36	240	--	240	996
Ponca City	333	833	166	333	500	2,165
Guthrie	475	160	190	240	24	1,089
Comanche	128	100	320	--	384	932
Marlow	80	160	400	--	140	780
Clinton	80	10	25	--	80	195
Chickasha	1,933	145	1,667	--	4,350	8,095
Tecumseh	192	300	112	--	192	796
Shawnee	600	500	1,700	200	1,500	4,500
Lawton	1,800	175	300	44	1,400	3,719
Wewoka	448	200	400	100	488	1,636
Stigler	500	200	500	100	700	2,000
Claremore	333	85	100	--	333	851
Total	11,738	4,596	7,040	1,073	14,683	39,130
Average	690	270	414	63	864	2,301

TABLE XXXII
 LABOR COSTS FOR OPERATION AND MAINTENANCE
 AT MUNICIPAL LAKE RECREATION
 ENTERPRISES, BASED ON 1975
 OKLAHOMA SURVEY

Municipality	Mowing	Repair	Trash Collection	Spraying	General Cleanup	Total
	(Dollars)					
Duncan	\$20,000	\$7,500	\$5,000	--	\$20,000	\$52,500
Chandler	160	360	640	160	240	1,560
Pawhuska	300	48	600	--	600	1,548
Bartlesville	720	312	468	72	312	1,884
Perry	1,440	108	720	--	720	2,988
Ponca City	1,000	2,500	500	1,000	1,500	6,500
Guthrie	1,000	800	400	--	480	2,680
Comanche	1,024	300	8,000	--	1,152	10,476
Marlow	400	480	1,200	--	420	2,500
Clinton	240	30	75	--	240	585
Chickasha	5,800	725	5,000	--	4,350	15,875
Tecumseh	576	900	336	--	576	2,388
Shawnee	4,000	5,000	10,000	2,500	10,000	31,500
Lawton	10,800	1,750	5,250	367	8,400	26,567
Wewoka	1,344	600	1,200	300	1,464	4,908
Stigler	1,500	600	1,500	300	2,100	6,000
Claremore	1,000	250	300	--	1,000	2,550
Total	\$51,304	\$22,263	\$41,189	\$4,699	\$53,554	\$173,009
Average	\$ 3,018	\$ 1,310	\$ 2,423	\$ 276	\$ 3,150	\$ 10,177

The dollar cost for these maintenance operations at the 17 enterprises averaged \$3,018 for mowing, \$1,310 for repair of vandalism, \$2,423 for trash collection, \$276 for spraying for weeds and insects, and \$3,150 for general cleanup, for an average annual maintenance bill of \$10,177 (Table XXXII).

The city officials were questioned about the number of full-time and part-time employees on the lake's labor force. The responses of the officials revealed an average of two full-time workers and one part-time worker were employed at each lake.

The city officials were also asked about the mowing schedule at the lakes during a typical year and during an extremely rainy year. Of the 33 responses about the mowing schedule in a typical year, 20 officials indicated a once a week schedule during the recreation season, six mowed as needed, four mowed every 10 days and three enterprises mowed once a month. In an extremely rainy season, 20 enterprises mowed once per week, five mowed as needed, five mowed twice per week, two mowed every 10 days and one enterprise mowed twice each month. Nine of the 20 enterprises which mowed on a weekly basis during an extremely rainy season said this was the same mowing schedule they maintained in a typical year due to the constraint of number of men and machines available to mow.

Special Activities at the Lakes

Twelve of the 33 city officials indicated special events were held at the lake each year. Activities such as fishing contests, arts and crafts shows, boat shows, boat races, fireworks displays and picnics were popular special events held at the lake enterprises. Generally

these activities were held in conjunction with Fourth of July celebrations. City officials for 21 municipalities which had not held any special activities expressed an interest in starting such events at their lakes.

Six lake enterprises were used by local clubs and scout organizations for meetings on outdoor activities. These activities included boating safety courses, hunting safety courses and camp skills. One lake ranger, who in his off time is a scout leader, said the lake provides an excellent training facility for his scouts because it is near their homes.

Future Development Plans

Fifteen city officials said they were satisfied with their current set of facilities and saw no need for additional facilities. City officials at 18 lake enterprises said they were planning additional facilities or major repairs of present facilities as part of their plans for future development of the lake. Commonly mentioned facilities to be added were campground areas, playgrounds, restrooms, concrete picnic tables, parking lot type lights, fishing docks, and marinas. Officials at three city lakes indicated a greater need to repair heavily used facilities instead of adding more facilities.

When asked about the facilities which were not currently available but are most needed to meet future recreation demands, 14 city officials responded with the types of facilities they were considering in their plans for future development. Most of the officials said their immediate facility needs were campgrounds, playgrounds, restrooms, lights for campgrounds, concrete picnic tables, and boat docks.

Recreation Attendance at City Lakes

Attendance data for 1975, 1974 and the 1971-75 average attendance at the city lake enterprises are presented in Table XXXIII. Thirty-two of the 33 city officials reported their 1975 recreation attendance. Thirty-one officials reported 1974 and 1971-75 average recreation attendance. Recreation attendance for 1975 was 2,000 or more visitors at 21 city lakes. In 1974 recreation attendance totaled 2,000 or more visitors for 17 lakes. For a five-year average of recreation attendance, 16 lakes had 2,000 or more visitors. Officials at nine lake enterprises indicated the lake attendance had been increasing in recent years. Several of these officials believe the increasing attendance could be attributed to more people vacationing closer to home in the face of the energy crisis.

TABLE XXXIII

RECREATION ATTENDANCE AT MUNICIPAL LAKES,
BASED ON 1975 OKLAHOMA SURVEY

Number of Recreationists	1975		1974		1971-75	
	Number	Percent	Number	Percent	Number	Percent
less than 999	5	16	5	16	5	16
1000-1999	6	19	9	29	10	32
2000-4999	9	28	8	26	7	23
5000-9999	4	12	1	3	2	6
10,000 or more	<u>8</u>	<u>25</u>	<u>8</u>	<u>26</u>	<u>7</u>	<u>23</u>
Total	32	100	31	100	31	100

Management Problems

To determine the most critical management problems facing lake management, city officials were asked to rank in order of importance a list of nine problems (Table XXXIV). The most important management problems facing the 31 city officials responding to the question were abuse of facilities, littering, hiring and keeping good labor, and vandalism. The least important problems included fluctuating lake levels, solid waste collection and disposal, and reducing conflicts between competitive recreation uses.

TABLE XXXIV

MANAGEMENT PROBLEMS OF MUNICIPAL LAKES,
BASED ON 1975 OKLAHOMA SURVEY

Problem Area	Rank
Abuse of facilities	1
Littering	2
Hiring and keeping good labor	3
Vandalism	4
Communication between recreationists and lake management	5
Enforcement of lake rules and regulations	6
Reducing conflicts between competitive uses	7
Solid waste collection and disposal	8
Fluctuating lake levels	9

Advertising

All 33 municipalities used word-of-mouth advertising by recreationists. Word-of-mouth advertising was the only method of advertising for 15 cities. Seventeen enterprises advertised the lake with road signs. Ten enterprises were advertised in local newspapers and five lakes were advertised on local radio stations. Several city officials indicated the reason for use of no advertising besides word-of-mouth by recreationists was to assure their facilities would be available for the citizens of their city and not non-local recreationists.

CHAPTER VI

MANAGEMENT GUIDELINES FOR OPERATION OF MUNICIPAL LAKE RECREATION ENTERPRISES

Three major differences exist between private and municipal recreation enterprises: (1) the municipal enterprise does not have to be a profit making enterprise; (2) the citizens of the municipality have some influence with their votes on decisions made by elected officials concerning the management of the lake enterprise; and (3) recreation is only one of several uses for the municipal lake. Flood protection, municipal and industrial water supply are other uses which usually have priority over recreation uses. These differences lead to differences in the approach to managing a municipal recreation enterprise compared to a private recreation enterprise.

Development Program

Since local citizens have at least some input to lake management decisions through their elected officials, the unit of city government responsible for managing the recreational facilities seeks to provide the types of facilities preferred by their constituents. The basic recreation package of facilities at Oklahoma municipal lakes typically includes a system of access roads, camping areas with restrooms, and boat launching ramps. This group of facilities provides for recreation uses such as boating, camping, fishing, picnicking, and water skiing.

In many cases this is the extent of the decision process of development plans for the municipal lake enterprise.

An aggressive maintenance program insures that current facilities are kept in good condition throughout their useful life. Some cities develop their basic facilities, allocate resources for operation and maintenance, and then terminate their development program. Later, as use of the facilities increases, problems with maintenance may appear, particularly in high use recreation areas. When additional resources for maintenance and capital improvements are finally provided the condition of some of the facilities may be such that they are beyond repair. The choice is between a major repair program for the original facilities and developing new recreation areas. The latter choice spreads an already inadequate operation and maintenance budget over even more facilities.

Prior to making such decisions, city officials responsible for setting lake recreation policy should consider the tradeoff between a large quantity of inadequately maintained facilities and a smaller amount of facilities maintained in good operating condition. As more recreationists use the lakes facilities, responsible officials determine which additional facilities are required. However, the development of additional facilities should keep pace with the city's ability to properly maintain its recreation facilities.

The responsible city officials should set up a timetable for the development of the recreation facilities (Table XXXV). For example, suppose the city officials have plans to develop camping facilities at the municipal lake. The objective is to provide two camping areas, each with 75 campsites, a restroom with showers, paved access roads, boat

TABLE XXXV

SUGGESTED TIMETABLE FOR DEVELOPMENT OF FACILITIES
OVER A TEN YEAR PERIOD FOR A MUNICIPAL
LAKE RECREATION ENTERPRISE

Selected Investment Item	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Total
Campground:											
Picnic Tables	20	20	10	10	15	20	20	10	10	15	150
Trash Barrels	30	20	10	10	15	30	20	10	10	15	170
Campfire Grills	20	20	10	10	15	20	20	10	10	15	150
Concrete Pad	10	10	10	10	10	10	10	10	10	10	100
Electrical Hook-up	10	10	10	10	10	10	10	10	10	10	100
Water Hook-up	10	10	10	10	10	10	10	10	10	10	100
Restrooms:											
Flush Type	--	--	1	--	--	--	1	--	--	--	2
Pit Type	1	1	--	--	--	1	1	--	--	--	4
Showers	--	--	1	--	--	--	1	--	--	--	2
Swimming Beach and Area	1	--	--	--	--	1	--	--	--	--	2
Boat Launching Ramp	2	--	--	--	--	--	--	--	--	--	2
Convenience Store	--	--	--	--	--	--	--	--	--	1	1
Rental Boats	6	--	--	--	--	6	--	--	--	--	12
Boat Docks	1	1	--	--	--	1	1	--	--	--	4
Fishing Pier	1	1	--	--	--	1	1	--	--	--	4
Location, Direction and Entrance Signs	6	--	--	--	--	6	--	--	--	--	12

launching ramps, boat docks, fishing piers, a swimming area and a convenience store. The city officials, realizing the parks department's budget does not permit development of all facilities within one year, have planned to spread the project over a ten year period.

The project is to be developed in two five-year phases. In the first five years, development emphasis is placed on one campground. While maintaining the facilities developed at the first campground, development emphasis is placed on a second campground in the project's second five-year phase.

In the first year, a basic set of facilities for one campground are constructed. Additional facilities are added to the first campground over the next four years. In the sixth year, a basic set of facilities for the second campground are constructed, while maintaining the facilities at the original campground. Additional facilities are constructed at the second campground over the next four years. At the end of the two phase, ten-year period, the city officials will reach their objective of providing two campgrounds within the parks department's budget to maintain all facilities in good condition.

The Physical Area to Be Maintained

The responsible city officials should reevaluate the amount of physical area around the lake which is provided for recreation use. If the situation is one of trying to provide too much space, given the budget constraint, closing off some areas and/or cutting back of services at areas less intensely used may be required. Other management decisions also need to be made. For example, do all recreation areas need frequent mowing? Areas located the greatest distances from one or

two heavily used camping or boating areas could be placed on a mowing schedule with longer time periods between mowings. The lake management should concentrate their efforts on keeping the more heavily used recreation areas in excellent condition.

Emphasizing operation and maintenance of fewer areas maintained in excellent condition can also be the guide for control of insects and other outdoor pests. Regular spraying for chiggers, ticks, mosquitoes and other insect pests at picnicking and camping areas where facilities are more highly developed and heavily used will result in more efficient and effective allocation of operation and maintenance resources. Also, problems with flies, skunks, raccoons, and other night prowlers which are attracted by garbage and other solid wastes in trash barrels, can be reduced through regular collection and proper disposal. Again, the concentration of resources in fewer recreation areas expedites the collection of solid wastes.

Control of vandalism also is facilitated by operating fewer, well patrolled recreation areas. Sufficient personnel are required for supervision of recreation areas to provide daily inspection of facilities. More frequent inspection visits should be made of each area during periods of peak use. However, even during the off season, facilities should be checked on at least a weekly basis. Frequent inspection schedules reduce the opportunities for vandals to destroy property. Also, once such damage occurs, frequent inspection will detect this damage and arrangements can be made to have damaged facilities quickly repaired or replaced.

Environmental Quality Problems

Many city lakes in Oklahoma were built for the multiple purpose mix of flood control, water supply, and recreation. This mix of uses results in some environmental problems. During times of flood waters, temporary loss of some picnicking and camping facilities may occur. This is especially a problem where facilities have been located near the shoreline to maximize scenic views of the lake and reduce the distance the recreationists must walk to reach the water. Associated with periods of high waters is the physical erosion of top soil leading to damage to the vegetative cover and the exposing of tree roots. Such damages to the recreation area not only cause losses to the scenic or aesthetic quality but also to the future usefulness of the recreation area.

Use of off-road vehicles, motorcycles, minibikes, dune buggies and four wheel drive vehicles is increasing. Noise from these vehicles added to the sounds of early morning boaters, fishermen, and skiers have increased noise problems in recreation areas. The lake management needs to establish areas for use of off-road vehicles. Quiet zones and quiet times for evening, night, and early morning hours need to be established and lake personnel must enforce these regulations.

Economic Consideration in Lake

Recreation Management

A key question the management of a municipal lake must answer is, "Who do we serve or who are our clientele?" Most city officials view the answer to this question to be the local residents. However, depending upon the method used to finance the lake project, the

community may have an obligation to serve more than just local residents. Some municipalities have obtained ownership control of the lake project through cooperation with the Soil Conservation Service under one of two flood protection programs, either Public Law 566 of 1956 or the Flood Control Act of 1944. Other cities have financed the actual building of the lakes themselves, but have used federal matching funds from the Land and Water Conservation Fund Act through the Bureau of Outdoor Recreation on a 50-50 cost sharing basis to develop recreation facilities. In view of these federal sources of financing the recreation facilities, consideration needs to be given to making the facilities of the lake available not only to local residents, but also to other state residents as well as out of state recreationists. The position the lake management takes on who is to be served influences the city's policy of user fees.

Fee Policy

There are four approaches to setting user fees. First, the municipal lake enterprise can be fully subsidized to the user, i. e., paid for by city revenues. Second, nominal fees can be established to cover part of the average variable costs, i. e., the operation and maintenance costs associated with the recreation facilities at the lake. A third approach is to set the level of fees to cover the operation and maintenance costs plus a portion of average fixed costs, i. e., those costs incurred whether or not any recreationists visit the lake enterprise. Another approach is to establish a higher level of fees to cover both average variable costs and fixed costs plus an additional return on the investment, so funds can be accumulated for future improvements at the lake.

Seven municipalities in this study fully subsidize the lake enterprise, providing facilities without charging user fees. Fifteen municipalities charge user fees which recover all or part of the operation and maintenance costs at the lake. Eleven municipalities charge user fees which cover operation and maintenance costs plus some portion of average fixed costs. None of the municipalities in this study operated their lake enterprise to cover both average variable costs, operation and maintenance costs, and average fixed costs.

The policy of setting fees at levels which cover none or only a portion of average variable cost reflects the lake management's view of who is to be served. Those municipalities which do not cover all average variable costs, operation and maintenance costs, with revenue from the lake enterprise evidently have a policy of maximizing recreation benefits for the local citizens, subject to the city's lake budget constraint. These city officials argue that local citizens, through their tax dollars and nominal user fees, pay for the lake enterprise. They see no reason to encourage use of the lake enterprise by recreationists other than local citizens because these recreationists would share benefits for which local residents have paid. However, this argument overlooks the fact that for lakes and recreation facilities built with federal monies the costs are shared by all federal tax payers. In these cases no valid reason exists to exclude non-resident recreationists.

Another argument for exclusion of non-residents is although all tax payers share part of the fixed costs of the lake and facilities, local citizens through their local taxes and user fees pay the operation and maintenance costs of the lake enterprise. While non-resident

recreationists are paying the same user fees as residents, non-residents pay fewer local taxes than residents. However, a mixed pricing scheme of higher user fees for non-residents than residents would equalize the portion of average variable costs which are paid by residents and non-residents. Several municipalities in this study currently use a mixed pricing scheme for residents and non-residents.

Advantages of Serving a Wider Range of Recreationists

By encouraging use of the lake and its facilities by more recreationists than just local citizens, a number of advantages accrue to the lake enterprise. For example, consider a municipality operating a lake financed through participation with the Soil Conservation Service in the Public Law 566 program. The lake recreation facilities are cost shared on a 50-50 basis with the Bureau of Outdoor Recreation. The recreation facilities provided include a campground of 100 campsites with parking space, concrete picnic table, campfire grill, and electrical hook-ups at each site, a restroom and shower complex, a boat launching ramp, a picnic area of 25 picnic sites with concrete picnic tables, campfire grill and parking space at each site, a group of picnic shelters with concrete tables and fireplace, and access roads to all facilities.

The municipality charges local resident recreationists \$3 per site per night for camping, \$.50 per electrical hook-up per night, \$.50 per boat per day or \$5 per boat per year, \$.50 per person per day for water skiing or \$5.00 per person per year, \$.50 per person per day for fishing or \$5.00 per person per year, \$1.50 per site per day for

picnicking, and \$20 per day for the group picnic shelter. User fees for non-residents are \$4 per site per night for camping, \$.75 per electrical hook-up per night, \$1 per boat per day or \$10 per boat per year, \$1 per person per day for water skiing or \$10 per person per year, \$1 per person per day for fishing or \$10 per person per year, \$2 per site per day for picnicking, and \$25 per day for the group picnic shelter.

The annual fixed costs for the lake enterprise are \$31,727 and annual variable costs are \$50,500 for an annual total cost of \$82,227. Revenue from local resident recreationists was \$56,405 and revenue from non-local recreationists was \$29,830 for an annual total revenue of \$86,235. Without the revenue from the non-resident recreationists only the variable costs plus a portion of fixed costs are covered. Thus, to provide this particular package of recreation facilities at the lake enterprise, the municipality either must subsidize the operation from the city treasury or charge higher fees to non-local residents.

The additional revenue from non-local recreationists permits the hiring of additional maintenance personnel and the purchase of additional equipment and material for operation and maintenance. The additional resources may not be provided as quickly if the costs of developing and operating the lake enterprise must be paid from city revenues. The city revenues freed by a self sufficient lake enterprise can be used for future development of lake facilities.

Through the multiplier effect, the local merchants of the city also will benefit from expanded use of the lake by non-local recreationists. Although many recreation purchases made by non-local recreationists occur in their hometowns, a number of on-site services

are required by recreationists. Groceries, picnic supplies, gasoline, bait, sporting goods, and other service items often are needed by the recreationists.

Advertising of Lake Facilities

Additional revenues generated by the lake enterprise from increased recreation attendance may permit the development of an advertising program for the lake. Information about the location of the lake, hours of operation, fee schedule, and facilities available may be conveyed to non-resident recreationists through an advertising program. Advertising can be used to encourage use of the lake in late spring or early fall when many of the lake facilities are underutilized. Advertising can also be used to promote special events held at the lake.

Special events such as opening for a new season, boat races, picnics, demonstrations of various outdoor skills, fireworks displays, and others can be used to stimulate use of the lake facilities. Such special events are an excellent opportunity to show recreationists the facilities available and the type of job the lake management is doing with the enterprise.

Liability Aspects of Municipal Lake

Recreation Enterprises

Many of the liability aspects of private recreation enterprises are similar to the liability aspects which apply to municipal lake recreation enterprises. The three classes of entrants upon municipal property, trespassers, licensees, and invitees, are owed varying degrees of legal duties by the city. Usually the city owes no duty to anticipate

the presence of trespassers but the city must refrain from willfully or wantonly injuring the trespasser.

A higher duty is owed to the licensee. The city owes the licensee the duty to anticipate his presence and to protect him accordingly against known danger. If the city's premises are inherently dangerous or there exists dangerous instrumentalities on the premises the failure to exercise ordinary care to prevent injury to the licensee will be considered willful and wanton. The city owes the invitee the duty to keep the premises reasonably safe for the invitee by exercising ordinary care and prudence not to injure him.

The "Attractive Nuisance Doctrine" is the exception to the general rule that no duty is owed to a trespasser other than not intentionally injuring him. This doctrine imposes liability upon the municipality for injuries sustained by children. The children are technically trespassers, but are attracted upon the land by instrumentalities which are unusual and dangerous in nature. These instrumentalities are of a character to arouse the curiosity of children so immature as to be unable to appreciate the danger.

When the municipality charges an admission fee, the city owes a duty to the public to use a high degree of care to keep the premises in safe condition for use. If the city fails to do so it is liable in damages. The municipality may reduce the chance of accident as well as its legal liability by specifically delineating the recreation area and restricting guests from areas not integral to the city's recreation enterprise.

Methods of Limiting Liability

The municipality which operates a recreation enterprise owes the licensee and invitee the duty to warn them of dangerous conditions which may exist on the premises. One way to alert invitees and licensees of dangerous conditions is an oral (verbal) warning. Large, printed signs in conspicuous places also can be used to warn persons of dangerous conditions. However, signs stating that the city is not liable for injury or damage have no legal effect in eliminating the city's liability in case of injury to an invitee or licensee.

The city may be able to limit its liability by the excluding of unwanted guests. Typically, an unwanted guest is one who is considered to be a trouble maker. The city may evict a trespasser so long as no "unreasonable" force is used. An unwanted licensee may be requested to leave by orally telling him his license or right to use the property is terminated. To exclude an unwanted invitee who has paid a fee to use the recreation facilities, the city must first repeal the status of invitee. This can be done when the invitee is acting in a negligent or dangerous manner, whereupon the city can ask the violator to leave the premises.

Wherever fees are charged for the right to enter property or the right to use recreation facilities, liability insurance is a must for protection from large tort liabilities. The city attorney should be consulted to determine just what coverage is needed to protect the city's interests in case of injury to recreationists using recreation facilities operated by the city.

CHAPTER VII

SUMMARY AND CONCLUSIONS

The general objective of this study was to provide guidelines needed in the decision process involving the establishment of a recreation enterprise and managerial guidelines for the operation of a successful, profitable recreation enterprise in Oklahoma. Specific objectives were:

1. Determine the characteristics of private recreation enterprises currently operating.
2. Determine the characteristics of lake recreation enterprises operated by municipal governments.
3. Suggest guidelines needed in the decision process to establish a recreation enterprise.
4. Suggest guidelines to operate a successful or profitable recreation enterprise.

The need for the study arose because the latest private recreation enterprise study was completed in Oklahoma in 1968 [24], eight years prior to this writing. Only a study by McNeely focused upon a municipally operated recreation enterprise. Thus, the purpose of this study was to update information about private recreation enterprises and analyze municipally managed recreation enterprises in Oklahoma.

To achieve the study objectives concerning the characteristics of private and municipal recreation enterprises, two questionnaires were

developed: one for interviews with private recreation managers and the other for interviews with municipal officials. A sample of enterprise managers to interview was drawn from an inventory of recreation enterprises developed with the assistance of Soil Conservation Service and Farmers Home Administration representatives, county extension agents, and from a list of the recreation enterprises included in a previous study [24]. The enterprise managers who were interviewed were selected to provide a geographic coverage of the state with approximately equal numbers of enterprises from each section of Oklahoma.

Data Analysis

The types of data analyzed for municipal enterprise characteristics were: (1) recreation uses permitted; (2) location of the enterprise from city, nearest highway and nearest recreation area; (3) facilities available; (4) fee schedule; (5) attendance patterns; (6) maintenance of facilities; (7) labor requirements; and (8) methods of advertising the enterprise. The data analyzed for private recreation enterprise characteristics included the above as well as information on inventory of land, buildings and operating equipment, operating expenses, and enterprise returns. This analysis was a process of collection, tabulation, and comparison of primary data from the questionnaires.

Characteristics of Private Recreation

Enterprises

Differences in the characteristics of the private recreation enterprises are displayed between enterprises operated by innovative

managers and enterprises operated by status quo managers. For example, the innovative manager located his enterprise near population centers; where the enterprise had a more distant location, the innovative manager used his advertising program and public relations approach to attract and encourage the return of customers. However, the status quo manager, even when his enterprise was located near a population center, generally did not use his location to full advantage for the attraction of customers. When the status quo manager's enterprise had a more distant location, the advertising program and public relations approach were not fully utilized to overcome the locational disadvantage.

Both innovative and status quo managers provided a basic set of recreation facilities. However, the innovative manager provided additional quantity and quality in his facilities which made his enterprise more attractive to recreationists. For example, both types of managers provided restrooms at their enterprise, but the innovative manager included showers in his restroom facilities.

The greater quantity and quality of facilities provided by the innovative manager reflects the higher capital investment made in the enterprise. The average capital investment for all 31 enterprises was \$53,431 in land and land improvements, \$14,524 in buildings, and \$9,255 in operating equipment for an average total investment of \$77,210. The innovative manager's average capital investment was \$118,717 in land and land improvements, \$37,042 in buildings, and \$25,806 in operating equipment for an average total investment of \$181,565.

In addition to a higher capital investment in the enterprise, the innovative manager maintained attractive, well kept facilities, thus, utilizing more labor for operation and maintenance than does the status

quo manager. While the recreation enterprise tended to be a part-time job for the status quo manager, the enterprise was a full-time job for the innovative manager. Also, the innovative manager employed more hired labor, both part-time and full-time, than did the status quo manager.

The differences in enterprise characteristics discussed above explain the higher net returns of the innovative manager's enterprise. The average annual net return for all 31 enterprises was \$10,058, while the net returns of the six innovative managers averaged \$40,900.

Management Guidelines for the Operation of Private Recreation Enterprises

Establishing and operating a successful or profitable recreation enterprise depends upon careful planning and innovative management. The manager must provide the quantity and quality of recreation facilities which satisfy the variety of the public's recreation interests. He must remain alert to changes in these recreation interests and make adjustments accordingly in his enterprise. A good rule of thumb is to develop recreation facilities slowly, starting with a basic set of facilities and then expanding as business volume grows. A written development plan and timetable for construction of facilities permits the operator to measure the expansion progress of his enterprise periodically in the future.

Newly established recreation enterprises face a barrier to entry into the industry because the enterprises' location, facilities, and fees are unknown to recreationists who frequent the area. These recreationists may be aware of other recreation enterprises in the

area from previous visits. The new firm's advertising program provides potential customers with information on quality of facilities, fees charged, and hours of operation. Established firms can use advertising to increase business volume. The innovative manager analyzes what his firm has to offer recreationists and selects the advertising method which reaches the largest number of potential customers, given his advertising budget constraint.

Another important method of encouraging customers to patronize the recreation enterprise is public or interpersonal relations. The innovative manager displays his "stage personality", that is, he greets his customers courteously, smiles, listens to their problems, and always maintains his self control. The repeat customer is vital to the recreation enterprise's success, and the innovative manager's public relations approach lets his customers know he looks forward to seeing them again.

Each manager must carefully analyze the supply and demand factors which are unique to his enterprise to determine the level of fees to charge. On the supply side the innovative manager needs accurate cost data to determine his cost structure. Examples of enterprise cost analysis are provided by the author for Corps of Engineers recreation facilities in Appendix C and for various types of private recreation enterprises in Appendix D. On the demand side the manager must consider his location relative to population centers, ease of access to his enterprise, the quantity and quality of his facilities, as well as competitors' location, facilities and rates.

The innovative manager minimizes damage to his facilities from vandals through people management. That is he quickly repairs damage

to his facilities to discourage further vandalism. He also posts wise and simple enterprise regulations, properly lights his facilities, constructs his facilities from solid materials which are more difficult to destroy, and makes frequent after hours inspections of his facilities.

The innovative manager recognizes his customers are pleased to see reasonable care taken to protect their health and safety through good sanitation and health measures. People want to know that the drinking water is safe and solid wastes are disposed of properly. Periodic clean up includes picking up litter. Restrooms require daily cleaning and deodorizing. More frequent clean ups of restrooms are required during high use periods. Insect pests, snakes, skunks, and raccoons must be controlled.

Proper management of the enterprise's labor force is essential to smooth operation and maintenance of the enterprise. The innovative manager provides his employees incentives to complete their tasks properly. Clear and direct orders which the employee understands and is capable of performing, and wage increases as a reward for excellent work are required to fulfill the manager's directing function. The innovative manager allocates his labor force to handle both periods of high customer use and periods of low use. The innovative manager standardizes tasks which occur regularly to assure such tasks are completed in a high quality manner.

The innovative manager's record system is set up to provide not only financial information for tax purposes, but also a measuring stick to gauge the enterprise's success. Accurate income and expense data are needed to determine enterprise profitability by activity. Revenue and costs associated with each activity must be analyzed to determine

the most profitable and least profitable activities. Such an analysis will help the innovative manager to reallocate resources from less profitable activities to more profitable activities.

Use of enterprise budgets forces the manager to carefully consider expected costs, returns, cash flows, and time period required to reach a break even point with the enterprise. The budget should account for depreciation of facilities and equipment, especially items used in the recreation enterprise which are shared with other enterprises.

The operator needs records of attendance data to decide upon the allocation of labor, most effective advertising methods, and when added to information on costs and demand factors, the levels at which to set his fees. However, the major advantage of business records is to provide the innovative manager a better understanding of his firm.

The operator of any business is exposed to probably injuries or damages resulting from persons entering the premises. Generally, entrants upon his property include trespassers, licensees, and invitees. The owner owes varying degrees of legal duty to provide for the safety of entrants. The owner is liable to an invitee for personal injuries when the owner knows, or by exercise of reasonable diligence should have known of existing dangerous conditions. When a licensee is on the premises the landowner's duty is to exercise care and watchfulness to protect the licensee from injury. Generally, the only duty the owner owes to a trespasser is not to injure him willfully and wantonly after his peril is discovered. However, the Attractive Nuisance Doctrine, which is recognized in Oklahoma, places liability on the landowner where children, so immature as to be unable to appreciate the danger, are attracted upon the land by unusual instrumentalities which are dangerous in nature.

The owner of premises charging an admission fee is required to use a high degree of care to keep the premises in a safe condition for use. If the owner fails to maintain his premises in a reasonably safe condition, he is liable in damages for injuries resulting to his patrons.

The proprietor of an enterprise has a duty to maintain proper quiet and good order in and about his place. If the proprietor believes a patron's conduct justifies it, he may request the patron to be quiet and orderly. The owner must do so politely and without unnecessarily humiliating the patron. If this is not enough, he may take additional reasonable steps to end the disturbance.

The operator is also liable for different types of taxes and licenses on goods and services used in the operation of or sold at his business. The operator must be aware of public health laws concerning his enterprise.

Oral (verbal) warnings may be used to alert invitees and licensees of dangerous conditions existing on the premises. Erecting large, printed signs in conspicuous places warning of dangerous conditions is another method used to warn entrants of dangers. However, signs stating the owner is not liable for injury or damages have no legal effect in limiting the owner's liability.

Incorporation of a recreation enterprise offers the advantage of limited liability in case of a lawsuit. However, the corporation must be created with adequate capital, commensurate with the inherent risk of the corporation's business activities.

Wherever fees are charged for the right to enter property or for the right to use recreational facilities, liability insurance is an absolute must for protection against large tort liabilities. To

determine exactly what insurance coverage is required to protect the owner's interest in case of injury to recreationists, the operator should consult an attorney and a reliable insurance firm.

Characteristics of Municipal Lake

Recreation Enterprises

The 33 municipalities in this study operate a total of 44 lakes. Only three of these 44 lakes are located within the city limits. The remaining 41 lakes are an average of 6 miles from the city limits, ranging from a quarter mile to 18 miles. Access to all 44 lakes is available via the county road system. The 44 lakes are an average of 19 miles from the nearest interstate, 6 miles from the nearest U. S. highway, and 2 miles from the nearest state highway.

The most common method of advertising the lake is word-of-mouth advertising by the recreationists. For 15 cities word-of-mouth advertising is the only method used to advertise the lake enterprise. Ten municipalities use local newspapers and five cities use ads on local radio stations.

In 1975 recreation attendance totaled 2,000 or more visitors at 21 city lakes. The 1974 recreation attendance was 2,000 or more visitors for 17 lake enterprises. The five-year average recreation attendance was 2,000 or more visitors for 16 lakes.

Twelve cities charge camping fees which range from \$.75 to \$2.50 per vehicle per day. Six of these twelve cities charge \$1 per vehicle per day with no hook-ups. Generally, electrical hook-ups cost \$.50 per hook-up per day. Fishing fees are charged at 22 cities, ranging from \$.25 to \$2 per person per day. Fourteen of the 22 cities charging

fishing fees charge \$.50 per person per day. Annual fishing permits are sold at 19 cities, ranging from \$2.50 to \$15 per person. Eighteen municipalities sell boating permits. The daily boating permits range from \$.50 to \$3 per boat. Annual boating permits are sold also, ranging from \$2.50 to \$20 per boat.

Thirteen cities sell daily hunting permits ranging from \$.50 to \$2 per hunter, and annual permits ranging from \$3 to \$7.50 per hunter. Nine lake enterprises sell daily water skiing permits which range from \$1 to \$3 per boat or \$.25 to \$.50 per person. Annual water skiing permits are \$12.50 to \$20 per boat or \$2.50 to \$3 per person.

At twenty-four of the 33 municipalities repair expenditures average \$2,785 per year, ranging from \$100 to \$15,000. Eight municipalities spend an average of \$3,225 annually for erosion control.

For annual operation and maintenance labor requirements, 17 cities average 690 man hours for mowing, 270 man hours for repair of vandalism, 414 man hours for trash collection, 63 man hours for spraying, and 864 man hours for general clean up. In terms of annual costs, these 17 municipalities average \$3,018 for mowing, \$1,310 for repair of vandalism, \$2,423 for trash collection, \$276 for spraying, and \$3,150 for general clean up.

Officials for 15 municipalities are satisfied with their current set of facilities, while city officials for 18 cities indicate they are planning to add facilities in the future. Fourteen of the 18 officials who indicated plans for additional facilities are considering the addition of more of the same type of facilities that they currently provide.

Management Guidelines for the Operation of
Municipal Lake Recreation Enterprises

Municipal recreation enterprises differ from private recreation enterprises in three ways: (1) the municipal enterprise does not have to be a profit making venture, (2) the local citizen through their vote have some impact on decision made by elected officials concerning the enterprise, (3) recreation is only one of several lake uses, flood protection and water supply usually have priority over recreation uses. The above differences result in differences in the approach to managing a municipal recreation enterprise as opposed to a private recreation enterprise.

Since local citizens have some input to lake management decisions, the city officials responsible for managing the recreation facilities seek to provide the types of facilities preferred by their constituents. Thus, facilities such as access roads, camping areas with restrooms, and boat launching ramps are typically provided to permit boating, camping, fishing, picnicking, and water skiing at the enterprise. However, once this basic set of facilities are provided development plans are set aside until some future time period.

Consideration should be given to an aggressive maintenance program with the goal of maintaining facilities in excellent condition throughout their useful life. Some cities develop their basic facilities, allocate resources for operation and maintenance, and then terminate their development program. As use of facilities increases, problems with maintenance may appear, particularly in high use recreation areas. When additional resources are finally provided, the condition of some of the facilities

may be such that these facilities are beyond repair. The choice on allocation of funds is between a major repair program for original facilities and adding new facilities and areas. The latter choice spreads an already inadequate operation and maintenance budget over an even larger quantity of facilities.

Prior to making such decisions, city officials responsible for lake management should consider the trade-off between a large quantity of inadequately maintained facilities and a smaller amount of facilities maintained in good operating condition. The development of additional facilities must keep pace with the city's ability to properly maintain their facilities. Thus, the responsible city officials should set up a timetable for the development of facilities as a continual process, adding a few new facilities each year within the maintenance budget's ability to maintain all recreation facilities.

If funds are limited operation and maintenance of fewer areas, keeping them in excellent condition, is the key for successful municipal recreation management. This is better than trying to operate a larger number of facilities without proper maintenance. Tasks such as mowing, spraying for insects, collection and disposal of garbage, and frequent inspection visits to recreation areas all cost time and money. Although the camping or picnicking areas require frequent mowings, not all areas around the lake do. Regular spraying for insect pests are not required in all recreation areas around the lake. Concentration of resources on a few highly used areas permits regular collection and disposal of solid wastes. Control of vandalism is also facilitated by operating fewer, well patrolled areas. Frequent inspection visits reduce the opportunities for vandals to destroy property. Also, once such damage occurs

frequent inspection will detect this damage and arrangements can be made to have damaged facilities quickly repaired.

Many city lakes in Oklahoma were built for multiple purpose of flood control, water supply and recreation. This mix of uses results in some environmental problems. During times of flood waters, temporary loss of some picnicking and camping facilities may occur, especially where facilities have been located near the shoreline to maximize scenic views of the lake and minimize the distance recreationists have to walk to reach the water. Associated with periods of high waters is the physical erosion of top soil leading to damage of the vegetative cover and exposing of tree roots. Such damages to the recreation area cause losses in scenic or aesthetic quality and diminish the future usefulness of the area.

Noise from off road vehicles and early morning boaters, fishermen, and skiers have increased noise problems in recreation areas. Quiet zones and areas for use of off-road vehicles need to be established. Quiet times for evening, night, and early morning hours need to be established and enforced.

Destruction of restrooms, picnic tables, and trash barrels, cutting down shade trees, driving off designated roads and parking areas, and careless disposal of trash wherever it leaves the human hand, all result in visual blight. Vandalism can be deterred by improved supervision regular inspection and immediate repair of damages.

The key question facing management of a municipal lake is who should be the users of the recreation facilities. Most city officials see the answer to be local residents. However, depending upon the method used to finance the lake project the community may have an

obligation to serve more than just local residents. Many municipalities have financed their lake project through cooperation with the Soil Conservation Service in one of two programs, Public Law 566 of 1956 or the Flood Control Act of 1944. Other cities have financed the actual building of the lake themselves, but have used federal matching funds from the Land and Water Conservation Fund Act through the Bureau of Outdoor Recreation on a 50-50 cost sharing basis to develop recreation facilities. In view of these federal sources of financing, consideration should be given to providing use of the lake to not only local residents, but also other state residents and out of state recreationists as well.

The position the lake management takes on who is to be served influences the city's policy on user fees. Most of the municipalities in this study charge a fee which covers all or a portion of average variable costs (operating and maintenance costs) although seven municipalities charge no user fees and fully subsidize the recreation enterprise from the city treasury.

The typical fee policy of setting fees at levels which recover only a portion or all of operation and maintenance costs reflects the view of city officials that local residents are the clientele to be served. These city officials argue that local citizens through their tax dollars have paid for the lake and its facilities. However, this overlooks the fact that these costs are borne by all tax payers in cases where federal monies are involved. Another argument made for catering to local residents is that local resident through their local tax dollars contribute an additional amount of funds to the lake budgets which non-residents do not pay. This argument overlooks the fact non-residents will pay local sales taxes on their purchases and a mixed pricing scheme for

resident and non-resident users could be implemented.

There are a number of advantages which accrue to the lake enterprise from encouraging use of the lake and its facilities by all recreationists. The major advantage is less dependence upon city revenues to fund the enterprise. Additional funds generated by the recreation enterprise may permit increases in the operation and maintenance budget, development of an advertising program, and increases in the lake personnel.

Conclusions

The demand for all outdoor recreation activities is rapidly increasing. Private and municipal recreation enterprises can provide facilities for these recreation activities while earning revenues. However, providing recreation for a paying public is a business requiring as much or more attention to details as any other business. Running a recreation enterprise is a 24-hour-a-day job, seven days a week. The season is short, but much work is to be done in the off season. The enterprise manager must be willing to commit himself to hard work, long hours, and at times recreationists who are not so easy to satisfy. Success of the enterprise depends upon careful planning and adoption of innovative management practices such as those listed below.

1. Locate the enterprise near a major population center. Access to the enterprise must not be more than one mile off a paved road.
2. Provide a package of recreation facilities and services of a quantity and quality to satisfy a wide range of recreation interests.
3. The manager's public or interpersonal relations are important. He must display a "stage personality" by greeting customers courteously, smiling, listening to their problems, and always maintaining his self control.

4. The establishment of the fee structure is important also. The level at which fees are set must be based on each manager's enterprise cost structure, location, access, quality of the facilities, and competitors' location, facilities and rates.
5. Accurate business records must be kept. The manager requires information on operating costs, revenue, profitability of each activity over time, attendance patterns, and enterprise budgets. This information permits the manager to critically analyze areas of operation which are most profitable and those areas which need improvement.
6. Incentives must be provided and direction given to employees to efficiently utilize the labor resource.
7. An effective advertising program should provide recreationists the information they need in their decision to patronize the manager's enterprise.
8. Proper sanitation and maintenance of facilities is a must! The enterprise's facilities must be clean and well maintained.
9. Adequate liability protection by obtaining liability insurance also is vital to the recreation enterprise.

In addition to the above list of management practices, city officials responsible for management of a city lake recreation enterprise should consider: (1) a timetable for development of facilities within the city's ability to maintain these facilities; (2) concentrating the city's resources on properly maintaining a few highly developed recreation areas; and (3) serving a wider clientele than local residents only. This permits the enterprise to be more economically operated, and allows the city to cover more of the costs of operating the enterprise.

Need for Further Research

This study developed guidelines for management of private and municipal recreation enterprises in Oklahoma. However, this study was based on a fairly small sample of private and municipal recreation enterprises in the state. Additional research is needed to determine

the size and nature of the private recreation industry and municipal recreation industry, the relationship of these industries to both state and federal agencies supplying recreation facilities, and the recreationists' behavior to determine the recreationists' willingness to substitute visits to private or municipal recreation facilities for visits to facilities provided by state and federal agencies.

Studies are needed on the effectiveness of various methods of advertising for private and municipal recreation enterprises. These studies on effective advertising methods need to be based on research of the demand structure of local, regional, and national customers.

More research is required to determine whether a municipal recreation enterprise can be self supporting or will always require some level of subsidy. Also additional research on municipal recreation enterprises is needed to determine alternative fee policies, levels of fees, and the portion of costs to recover through user fees.

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APPENDIX A

PRIVATE RECREATION ENTERPRISE SURVEY

CONFIDENTIAL

CONFIDENTIAL

PRIVATE RECREATION ENTERPRISE SURVEY
 DEPARTMENT OF AGRICULTURAL ECONOMICS
 OKLAHOMA STATE UNIVERSITY
 STILLWATER, OKLAHOMA
 SUMMER, 1975

General Information

1. Name of Owner-Operator: _____ 2. Age _____
3. Permanent Address: _____

4. Phone number: _____
5. What was your occupation before operating this enterprise? _____

6. Name and address of business: _____

7. Type of business: (please check)
 - a. partnership: _____
 - b. sole proprietorship: _____
 - c. corporation: _____
8. Are you the:
 - a) Owner-operator: _____
 - b) Manager: _____
 - c) Lessee: _____
9. When was this recreation enterprise established?

10. Was the recreation enterprise established by present management? Yes _____ No _____
11. Has the recreation enterprise been operated continuously? Yes _____ No _____
12. What days and hours of the week is the recreation enterprise open? _____

13. What types of facilities are currently available to your customers? (Please check)

_____ parking area _____ hiking trails _____ picnicking area _____ youth camp _____ fee fishing pond _____ hunting _____ horseback riding _____ float trips _____ swimming _____ groceries _____ restaurant, cafe _____ telephone _____ children's playground _____ laundry	_____ cabins, cottages _____ campground _____ rest rooms _____ water (drinking) _____ showers _____ sewer hook-ups _____ garbage collection _____ electricity - 110 volt _____ electricity - 220 volt _____ ice (block) _____ ice (crushed) _____ other (please specify) _____ _____
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14. If lodging, restaurant, grocery sales and/or laundry facilities are not available at the enterprise, please indicate the closest location of such facilities.

a) lodging _____ <u>miles</u> b) restaurant _____ c) grocery sales _____	d) laundry _____ <u>miles</u> e) other (please specify) _____ _____
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CONFIDENTIAL

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15. Do you keep daily attendance records for the enterprise? (please check)

Yes _____ No _____

15a. If yes, could they be checked at the end of the season to show information such as total number of customers, length of stay, and distance traveled to reach enterprise?

(please check) Yes _____ No _____

15b. If no (to question 15a.), would you keep daily attendance records during this season if forms were provided?

(please check) Yes _____ No _____

16. What percent of your customers visit during:

Month	1975	1974	1970-74 (5 year average)
January	_____	_____	_____
February	_____	_____	_____
March	_____	_____	_____
April	_____	_____	_____
May	_____	_____	_____
June	_____	_____	_____
July	_____	_____	_____
August	_____	_____	_____
September	_____	_____	_____
October	_____	_____	_____
November	_____	_____	_____
December	_____	_____	_____
Total	100%	100%	100%

17. Approximate number of customers annually: (please check)

Number of customers	1975	1974	1970-74 (5 year average)
a) 0-99	_____	_____	_____
b) 100-499	_____	_____	_____
c) 500-999	_____	_____	_____
d) 1000-1999	_____	_____	_____
e) 2000-4999	_____	_____	_____
f) 5000 or more	_____	_____	_____

18. What percent of your total recreation revenue was obtained from:

	1975	1974	1970-74 (5 year average)
a) Individuals	_____	_____	_____
b) Families	_____	_____	_____
c) Organized Groups	_____	_____	_____

19. How many customers could you handle in a peak period such as the Fourth of July?

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20. What is the percent distribution of annual receipts between:

	1975	1974	1970-74 (5 year Average)
a) weekdays	_____	_____	_____
b) weekends	_____	_____	_____
Total	100%	100%	100%

21. What services are most important in satisfying your customers? (Please rank 1-5 in order of importance; 1 of highest importance -- 5 of lowest importance)

- _____ a) hours of operation
- _____ b) good public relation approach
- _____ c) clean well kept facilities
- _____ d) accessibility of your recreation enterprise
- _____ e) broad range of types of facilities available
- _____ f) other (please specify) _____

22. Distance of this enterprise from the nearest city of 10,000-49,999

- (name) _____
- _____ 0-29 miles
 - _____ 30-49 miles
 - _____ 50-99 miles
 - _____ 100-199 miles
 - _____ No city of this size within 200 miles

23. Distance of this enterprise from nearest city of 50,000 - 99,999

- (name) _____
- _____ 0-29 miles
 - _____ 30-49 miles
 - _____ 50-99 miles
 - _____ 100-199 miles
 - _____ no city of this size within 200 miles

24. Distance of this enterprise from nearest city of 100,000 and over

- (name) _____
- _____ 0-29 miles
 - _____ 30-49 miles
 - _____ 50-99 miles
 - _____ 100-199 miles
 - _____ no city of this size within 200 miles

25. How many miles is this enterprise from an asphalt or other surfaced road?

(Indicate in tenths if less than one mile) _____ miles

26. What reasons have your repeat customers given as to why they return to your enterprise?

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27. What percentage distribution is there between your first time customers and repeat customers?

	<u>1975</u>	<u>1974</u>	<u>1970-1974 5 year average</u>
First time customer	_____	_____	_____
Repeat customer	_____	_____	_____
Total	100%	100%	100%

28. How many private recreation enterprises similar to yours are operating in this area (within 20 miles)? _____

29. Please rank the following factors in order of their influence on your decision to go into the recreation business. (1 represents the highest level of influence; 5 is the lowest level of influence)

- a) knowledge of similar enterprises which are profitable _____
- b) encouraged by local development organizations such as the Soil Conservation Service or the Farmers Home Administration _____
- c) desire to supplement farm income _____
- d) this is my field of specialization _____
- e) other (please specify) _____

Management of Recreation Enterprise

1. What key management tools and skills are required for successful operation of a recreation enterprise? (please rank a-m; 1 most important; 2 important; 3 least important)

- a) Effective use of advertising _____
- b) Good public relations approach _____
- c) Written plan to expand current facilities _____
- d) Maintaining clean well kept facilities _____
- e) Use of credit to expand enterprise _____
- f) Well designed set of facilities _____
- g) Adequate insurance protection _____
- h) Productivity of labor _____
- i) Extension of season past summer use _____
- j) Enforcement of campground rules (e.g. control of vandalism) _____
- k) Accurate system of records _____
- l) Budgeting cash flows _____
- m) Other (please specify) _____

2. Is accessibility of a recreation enterprise important in the customer's decision to use your facility rather than another nearby enterprise?

Yes _____ No _____

If yes, have you erected signs adequately directing people to your enterprise?

Yes _____ No _____

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3. Do you plan to expand any part of your recreation enterprise in the next 5 years?

Yes _____ No _____

If yes; please describe the type of expansion expected cost and probable source of funds.

<u>Type of Expansion</u>	<u>Expected Cost</u>	<u>Probable Source of funds</u>
_____	_____	_____
_____	_____	_____
_____	_____	_____

4. What are the factors which most limit increasing the revenue from your recreation enterprise? (Please rank 1-6, 1 most limited; 6 least limiting)

- a. Operating too small an enterprise _____
- b. Not enough customers _____
- c. Labor costs too high _____
- d. Excessive maintenance costs _____
- e. credit not readily available _____
- f. other (Please specify) _____

5. Are you familiar with any recreation enterprises which have failed?

Yes _____ No _____

If yes, what factors contributed to their failure? (Please check)

- a. Poor management _____
- b. Inadequate capital _____
- c. Inability to hire good labor _____
- d. Poor use of advertising _____
- e. Lack of a broad range of facilities provided _____
- f. Lack of access to enterprise from hard surface road _____
- g. other (please specify) _____

6. Would your enterprise benefit from additional facilities? Yes _____ No _____

If yes, please check the type of facilities you would like to add:

- a. fishing pond _____
- b. hiking trail _____
- c. hunting area _____
- d. sale of live bait _____
- e. grocery _____
- f. sale of handicrafts _____
- g. cabins, cottages _____
- h. swimming pool _____
- i. other (please specify) _____

7. What public relations success factors are most essential for retaining repeat customers? (Please rank 1-5, 1 the most essential factor; 5 the least essential)

- a. clean facilities _____
- b. control or enforcement of campground rules _____
- c. congenial attitude conveyed with a smile _____
- d. participation in local civic activities _____
- e. other (please specify) _____

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8. What type of insurance coverage do you have on your recreation enterprise?

- | | | |
|---|-------|-------|
| | Yes | No |
| a. liability | _____ | _____ |
| b. other (please specify) _____ | _____ | _____ |
| c. name of company with whom insured? _____ | | |
| annual premium _____ | | |

If yes, are you satisfied with your present coverage? Yes _____ No _____

Comments: _____

9. Have you had any accidents on which you or your insurance company had to pay claims?

Yes _____ No _____

10. Do you attempt to increase the off-season use (use of enterprise other than summer months) of your enterprise?

Yes _____ No _____

If yes, please explain the methods used to increase off-season use:

11. When you began to develop your enterprise how did you decide to place your roads, camp-grounds, restrooms, boat landings parking lots and other facilities in their present location?

12. Has the experience gained through developing your enterprise pointed out changes which could be made to improve your facilities?

Yes _____ No _____

If yes, please describe improvements you would like to make: _____

13. After starting your recreation enterprise how long did it take you to develop your facilities and build your business volume to the point where returns were greater than costs?

14. When did you last make a major change in your recreation enterprise?

15. Do you plan to enlarge your recreation enterprise within the next 5 years?

Yes _____ No _____ Comments: _____

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16. Have any governmental or private agencies helped you in establishing or expanding your recreation enterprise?

Yes _____ No _____

If yes, please indicate which agency: _____

17. If low interest rate (5-6%) long term (25-30 years) capital was available would you use it to expand your recreation enterprise?

Yes _____ No _____ Comments: _____

18. If you needed a loan for expansion of your recreation enterprise what sources of funds would you consider? (please check)

- a. commercial banks _____
- b. Farmers Home Administration _____
- c. Small Business Administration _____
- d. other (please specify) _____

19. If an organization of recreation enterprise operators in Oklahoma was established, what problems would you most like them to solve? (Please rank 1-6, 1 the problem which you would most like to see the organization solve; 6 the problem you feel least needs to be solved)

- a. assistance with management problems _____
- b. sanitary collection problems _____
- c. credit availability _____
- d. increase the quality of scenic and aesthetic aspects of Oklahoma _____
- e. advertising the vacation spots of Oklahoma _____
- f. other (please specify) _____

20. If such an organization as mentioned in question 19 were formed, would you participate?

Yes _____ No _____ Comments: _____

21. What technical problems (road building within campground, building dam for pond, collection and disposal of solid wastes) have you encountered in operating your recreation enterprise?

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22. What was your total labor force by month and number of days that the enterprise was in operation in 1975?

	<u>Number of Days in Operation</u>	<u>Number of Full Time Personnel</u>		<u>Number of Part Time Personnel</u>	
		<u>Male</u>	<u>Female</u>	<u>Male</u>	<u>Female</u>
January	_____	_____	_____	_____	_____
February	_____	_____	_____	_____	_____
March	_____	_____	_____	_____	_____
April	_____	_____	_____	_____	_____
May	_____	_____	_____	_____	_____
June	_____	_____	_____	_____	_____
July	_____	_____	_____	_____	_____
August	_____	_____	_____	_____	_____
September	_____	_____	_____	_____	_____
October	_____	_____	_____	_____	_____
November	_____	_____	_____	_____	_____
December	_____	_____	_____	_____	_____

23. Have you encountered difficulties in hiring needed labor? (Please check)

Yes _____ No _____ If yes, please explain. (give skills and number of personnel needed) _____

<u>Skills Needed</u>	<u>Number of Personnel needed</u>
_____	_____
_____	_____
_____	_____

24. If you were to expand your current recreation enterprise how many additional people would you need to hire? _____

25. Has this enterprise carried out an advertising program? Yes _____ No _____

If yes, which of the following forms of advertising do you use? (please check)

- a. Newspaper (local) _____
- b. Newspaper (statewide distribution) _____
- c. Radio _____
- d. Television _____
- e. Outdoor Signs _____
- f. Word of mouth _____
- g. Area organization (such as local Chamber of Commerce) _____
- h. Direct mail _____
- i. National Directories (AAA, Rand McNally, Woodalls) (please specify) _____
- j. other (please specify) _____

26. What major management problems have you encountered in operating your recreation enterprise? (please check)

- a. inability to hire and retain good help _____
- b. attraction of customers _____
- c. vandalism _____
- d. fire _____

RECREATION ENTERPRISE INVENTORY

A. Land and land improvements:

1. land (used for recreation enterprise) _____ acres, sales value \$ _____

2. land improvements (specifically for recreation facilities):

	<u>Age</u>	<u>Construction Cost (original)</u>	<u>Age</u>	<u>Construction Cost (replacement of depreciation facilities)</u>	<u>Age</u>	<u>Construction Cost (expansion, new or additional facilities)</u>
a. roads (access to and/or within enterprise)	_____	\$ _____	_____	\$ _____	_____	\$ _____
b. terracing	_____	_____	_____	_____	_____	_____
c. dams (for fishing ponds)	_____	_____	_____	_____	_____	_____
d. fencing	_____	_____	_____	_____	_____	_____
e. leveling	_____	_____	_____	_____	_____	_____
f. landscaping	_____	_____	_____	_____	_____	_____
g. trails	_____	_____	_____	_____	_____	_____
h. other (please specify)	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____

Total Land Improvements \$ _____

B. Buildings and permanent facilities or structures (which were constructed for recreation enterprise:

<u>Type of Structure</u>	<u>Age</u>	<u>Construction Cost (original)</u>	<u>Age</u>	<u>Construction Cost (replacement)</u>	<u>Age</u>	<u>Construction Cost (new or additional)</u>
1. water supply (well, pipeline, water faucets, drinking fountains)	_____	_____	_____	_____	_____	_____
2. sanitary system (bathhouse, rest room connections, plumbing, toilets, urinals, laboratories, showers, dumping station, laundry facilities)	_____	_____	_____	_____	_____	_____
3. electricity (lights, poles, outlets, wire)	_____	_____	_____	_____	_____	_____
4. telephone system	_____	_____	_____	_____	_____	_____
5. heating system	_____	_____	_____	_____	_____	_____
6. business office	_____	_____	_____	_____	_____	_____
7. grocery and/or convenience store	_____	_____	_____	_____	_____	_____
8. parking area	_____	_____	_____	_____	_____	_____
9. boat storage	_____	_____	_____	_____	_____	_____
10. equipment storage and repair building	_____	_____	_____	_____	_____	_____
11. motel, lodge	_____	_____	_____	_____	_____	_____
12. restaurant, cafe	_____	_____	_____	_____	_____	_____
13. meeting rooms	_____	_____	_____	_____	_____	_____
14. cabins	_____	_____	_____	_____	_____	_____
15. arts & crafts pavilion	_____	_____	_____	_____	_____	_____
16. concrete campsite pads	_____	_____	_____	_____	_____	_____
17. campfire grills	_____	_____	_____	_____	_____	_____
18. swimming pool	_____	_____	_____	_____	_____	_____
19. other (please specify)	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
Total		\$ _____		\$ _____		\$ _____

Total buildings and permanent structures \$ _____

C. Operating Equipment:

Type of Equipment	Quantity	Original Cost	Quantity	Replacement Cost (damaged or depreciated equipment)	Quantity	Cost of Additional Equipment
1. picnic tables	_____	\$ _____	_____	\$ _____	_____	\$ _____
2. campfire grills	_____	_____	_____	_____	_____	_____
3. trash barrels	_____	_____	_____	_____	_____	_____
4. boats:						
a. row boat, jon boat	_____	_____	_____	_____	_____	_____
b. canoe	_____	_____	_____	_____	_____	_____
c. sailboat	_____	_____	_____	_____	_____	_____
d. ski boat	_____	_____	_____	_____	_____	_____
e. fishing boat	_____	_____	_____	_____	_____	_____
f. other (please specify)	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
5. boat trailers	_____	_____	_____	_____	_____	_____
6. paddles	_____	_____	_____	_____	_____	_____
7. boat motors	_____	_____	_____	_____	_____	_____
8. life jackets	_____	_____	_____	_____	_____	_____
9. boat cushions	_____	_____	_____	_____	_____	_____
10. vehicles						
a. pickup truck	_____	_____	_____	_____	_____	_____
b. automobile	_____	_____	_____	_____	_____	_____
c. school bus	_____	_____	_____	_____	_____	_____
d. other (please specify)	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
11. bicycles	_____	_____	_____	_____	_____	_____
12. mowing equipment						
a. tractor and brush hog	_____	_____	_____	_____	_____	_____
b. riding mower	_____	_____	_____	_____	_____	_____
c. push mower	_____	_____	_____	_____	_____	_____
d. other (please specify)	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
13. horses	_____	_____	_____	_____	_____	_____
14. riding equipment	_____	_____	_____	_____	_____	_____
15. fishing tackle	_____	_____	_____	_____	_____	_____
16. grocery inventory	_____	_____	_____	_____	_____	_____
17. cafe inventory	_____	_____	_____	_____	_____	_____
18. arts and crafts inventory	_____	_____	_____	_____	_____	_____
19. business supplies	_____	_____	_____	_____	_____	_____
20. swimming pool equipment	_____	_____	_____	_____	_____	_____
21. playground equipment	_____	_____	_____	_____	_____	_____
22. signs (entrance, highway advertising enterprise rules, directions, campsite markers)	_____	_____	_____	_____	_____	_____
23. repair tools	_____	_____	_____	_____	_____	_____
24. other (please specify)	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____	_____
Total		\$ _____		\$ _____		\$ _____
Total Operating Equipment						\$ _____

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D. Operation and Maintenance Expenses (Repairs not made by owner or operator where a skilled professional craftsman was hired)

- | | |
|--|----------|
| 1. Repair to rest rooms, water supply, sewer lines, laundry (plumber, washing machine repairman) | \$ _____ |
| 2. Motor repairs for vehicles, moving equipment (mechanic) | \$ _____ |
| 3. Replacement of Window glass (glass company) | \$ _____ |
| 4. Repair of cooling units (ice machine, air conditioner) | \$ _____ |
| 5. other (please specify) | |
| _____ | \$ _____ |
| _____ | \$ _____ |
| _____ | \$ _____ |
| _____ | \$ _____ |
| TOTAL | \$ _____ |

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E. Enterprise Operating Expenses:

*Off season - time period from Labor Day through Memorial Day (approximately winter season)

*In season - time period from Memorial Day through Labor Day (approximately summer season)

	In Season (\$ Rate/month)*	In Season (\$Rate/month)*	Total Expense for year
1. Advertising:			
a. road signs	\$ _____	\$ _____	\$ _____
b. newspaper (local)	_____	_____	_____
c. radio	_____	_____	_____
d. television	_____	_____	_____
e. handbills, posters, brochures and leaflets	_____	_____	_____
f. Travel Directories (AAA, Woodalls, Rand McNally)	_____	_____	_____
g. other (please specify)	_____	_____	_____
2. Fuel Expense:			
a. business vehicles	_____	_____	_____
b. tractor	_____	_____	_____
c. lawn mowing equipment	_____	_____	_____
d. other (please specify)	_____	_____	_____
3. electricity	_____	_____	_____
4. water	_____	_____	_____
5. telephone	_____	_____	_____
6. general repair and maintenance	_____	_____	_____
7. taxes:			
a. property tax	_____	_____	_____
b. payroll tax	_____	_____	_____
8. insurance:			
a. liability	_____	_____	_____
b. other (please specify)	_____	_____	_____
9. labor	_____	_____	_____
10. vehicle license:			
a. truck	_____	_____	_____
b. automobile	_____	_____	_____
c. schoolbus	_____	_____	_____
d. other (please specify)	_____	_____	_____
11. boat license	_____	_____	_____
12. vending license	_____	_____	_____
13. fish stocking	_____	_____	_____
14. expendable items:			
a. toilet paper, hand towels, soap	_____	_____	_____
b. fish food (fishing ponds)	_____	_____	_____
c. insect control spray	_____	_____	_____
d. weed control spray	_____	_____	_____
15. other (please specify)	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
Total	\$ _____	\$ _____	\$ _____

F. Enterprise Returns:

1. What type of returns, rentals, or membership dues are charged for the use of this recreation enterprise?

2. Type of fees:

Type of fee	Rate \$	Length of Time (per visit, hour, day, trip)	How Charged (per person, car, party)
a. entrance to area	_____	per _____	per _____
b. parking	_____	per _____	per _____
c. camping	_____	per _____	per _____
tent (no hook-up)	_____	per _____	per _____
tent (water hook-up)	_____	per _____	per _____
tent (electric hook-up)	_____	per _____	per _____
tent (all hook-ups)	_____	per _____	per _____
motor home vehicle (all hook-ups)	_____	per _____	per _____
motor home vehicle (electric hook-up)	_____	per _____	per _____
motor home vehicle (water hook-up)	_____	per _____	per _____
motor home vehicle (no hook-up)	_____	per _____	per _____
d. other lodging (cabins, motel units):	_____	per _____	per _____
1 person	_____	per _____	per _____
2 persons	_____	per _____	per _____
3 persons	_____	per _____	per _____
4 persons	_____	per _____	per _____
other (please specify)	_____	per _____	per _____
_____	_____	per _____	per _____
_____	_____	per _____	per _____
e. fee fishing	_____	per _____	per _____
f. fee hunting	_____	per _____	per _____
g. boat rental:	_____	per _____	per _____
boat and motor	_____	per _____	per _____
boat & paddles or oars (no motor)	_____	per _____	per _____
other (please specify)	_____	per _____	per _____
_____	_____	per _____	per _____
h. float trips :	_____	per _____	per _____
short trip (1/2 day or less)	_____	per _____	per _____
long trip (more than 1/2 day)	_____	per _____	per _____
other (please specify)	_____	per _____	per _____
_____	_____	per _____	per _____
i. horseback riding	_____	per _____	per _____
j. swimming	_____	per _____	per _____
k. grocery and convenience retail store	_____	per _____	per _____
l. art & crafts sales	_____	per _____	per _____
m. restaurant or cafe sales	_____	per _____	per _____
n. picnicking	_____	per _____	per _____
o. boat launching	_____	per _____	per _____
p. bicycle rental	_____	per _____	per _____
q. other (please specify)	_____	per _____	per _____
_____	_____	per _____	per _____
_____	_____	per _____	per _____

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Complementary Aspects of Holdings

1. Is your recreational enterprise part of a farm? Yes _____ No _____

2. How many total acres in this farm are:
 - a. Owned _____ acres
 - b. Leased _____ acres
 - c. Rent _____ acres
 - Total _____ acres

3. What is the primary use of farm acreage?
 - a. Recreation _____ acres
 - b. Ranching or grazing _____ acres
 - c. Forestry or wood products _____ acres
 - d. Mining _____ acres
 - e. Crops _____ acres
 - f. Other (please specify) _____ acres

4. Which of the following best describes the general land features of this farm? (Please check)
 - a. Flat _____
 - b. Rolling _____
 - c. Hilly _____
 - d. Mountainous _____
 - e. Other (please specify) _____

5. What is the major type of general cover on this farm? (Please check)
 - a. Cropland _____
 - b. Pasture _____
 - c. Woodland _____
 - d. Brush _____
 - e. Other (Please specify) _____

6. How many acres of cropland are included in the farm? _____ acres

7. Has the revenue from your farm enterprise declined due to the addition of your recreation enterprise? Yes _____ No _____. If Yes, was the decline in revenue due: (Please check)
 - a. _____ Productivity of farm resources (e.g., turn a pasture into campground thus decreasing the carrying capacity of total pasture)
 - b. _____ Management does not leave as much labor available to work farm enterprise.
 - c. _____ Other (Please specify) _____

8. What approximate gross sales accrued from the farm enterprise last Year? (Excluding all revenue from recreation enterprise) (Please check)
 - a. \$50 _____
 - b. \$50-\$2,499 _____
 - c. \$2,500-\$4,999 _____
 - d. \$5,000-\$9,999 _____
 - e. \$10,000-\$19,999 _____
 - f. \$20,000-\$39,000 _____
 - g. \$40,000 or more _____

APPENDIX B

MUNICIPAL RECREATION ENTERPRISE SURVEY

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1975 RECREATION MANAGEMENT SURVEY
FOR
CITY OWNED LAKES IN OKLAHOMA

Department of Agricultural Economics
Oklahoma State University
Stillwater, Oklahoma 74074

1) City _____ 2) County _____

3) Name of Person Interviewed _____

4) Job title _____

5) How long have you been in this position? _____

6) Name of lake and/or lakes managed? _____

7) What recreational uses are permitted at lake? (Please check)

- | | |
|--------------------|---------------------------------|
| _____ a) camping | _____ f) fishing |
| _____ b) swimming | _____ g) water skiing |
| _____ c) boating | _____ h) hiking |
| _____ d) hunting | _____ i) other (please specify) |
| _____ e) picnicing | _____ |

8) Is lake within city limits? (Please check)

Yes _____ No _____

If no, how far (in miles) from city limits is lake? _____

9) Location of lake from nearest:

	miles
Interstate	_____
U.S. Highway	_____
State Highway	_____
County Road	_____

What is the location and distance of nearest:

	<u>Name</u>	<u>Miles</u>	<u>Direction</u>
Federal recreation area	_____	_____	_____
State recreation area	_____	_____	_____
Local (recreation area of nearby city or town)	_____	_____	_____

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10) Please check facilities and services which are currently available at lake:

- a) system of access roads:
 - Hard surface
 - Dirt
- b) campground:
 - Tent campsites (fireplace grill, trash barrel, picnic table)
 - Auto/RV campsite (fireplace grill, trash barrel, picnic table, concrete pad, electric hook ups)
 - No designated campsite
- c) Trash barrels
- d) Location, direction & entrance signs
- e) Rest rooms
 - Pit type toilet (no running water)
 - Toilet with running water, flush type commodes
 - Showers
- f) Swimming area
- g) Sun bathing beach
- h) Boat launching ramps
- i) Convenience store (concessions, bait, ice)
- j) Rental boats
- k) Boat docks
- l) Rental Cottages, Cabins
- m) other (please specify _____)

11) Are fees charged for the use of lake, facilities and services? Yes No

If yes, please explain what type of fees:

Rates:

	<u>Day</u>	<u>Month</u>	<u>Year</u>
a) camping	_____	_____	_____
b) swimming	_____	_____	_____
c) boating	_____	_____	_____
d) hunting	_____	_____	_____

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Day Month Year

- e) fishing _____
- f) water skiing _____
- g) hiking _____
- h) other (please specify) _____

12) If fees are charged who sells permits, collects fee and where are they sold (at lake or city hall)? _____

13) What is the approximate annual cost of materials (lumber, concrete) for replacement or repair of damaged or worn facilities? _____

14) In a typical year how much (dollars) is spent on erosion control practices? _____

15) What type of grass cover is maintained around the lake area?

	<u>Number of Acres</u>
Native grass	_____
Bermuda	_____
Other (please specify)	_____
_____	_____

16) What are the annual labor costs in terms of time and or dollars for operation and maintenance of lake facilities such as:

	<u>Time</u>	<u>Dollars</u>
a) mowing and brush hog operations	_____	_____
b) repair of vandalism	_____	_____
c) trash and other solid waste collection & disposal	_____	_____
d) spraying to kill insect pests	_____	_____
e) general clean up of campgrounds, picnic areas, swimming beach	_____	_____
f) other (please specify)	_____	_____

17) What is mowing schedule in typical year? _____

What is your mowing schedule during an extremely rainy season?

18) Do you fertilize the grassland areas of the lake? (Please check) Yes ___ No ___

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If yes, how often, how much, and what kind of fertilizer do you use?

- 19) Do you have the facilities at the lake to raise your own fish for stocking purposes? (Please check) Yes ___ No

If yes, please describe the operation: _____

- 20) Do you have boat shows, arts and crafts shows and other special activities at the lake? (Please check) Yes ___ No ___

If yes, please describe activity _____

If no, do you plan to have such activities in the future? (Please check)

Yes ___ No ___

- 21) How many employees make up the lake labor force?

Number of full time employees _____

Number of part time employees _____

Is there a concession operation at the lake? Yes ___ No ___

If yes, please explain briefly the financial arrangements: _____

If no, how far (in miles) is the nearest (to lake) concession or convenience store? _____

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22) Is the sale or rental of lake lots to build permanent or seasonal homes permitted at the lake? (Please check) Yes ___ No ___

If yes, please describe the restrictions and regulations of such arrangements:

23) What facilities and/or activities which are not currently available, do you feel are most needed to meet future recreation needs? _____

24) What are the plans for the future development of lake facilities?

a) new facilities to be added in form of major capital improvements, another campground or playground, et cetera _____

b) close parts of lake to concentrate management of high use areas of lake _____

c) Other plans _____

25) Approximately how many recreationists visited the lake in:

Number of recreationists	1974	1973	1969-73 (5 year average)
a) less than 999	_____	_____	_____
b) 1000-1999	_____	_____	_____
c) 2000-4999	_____	_____	_____
d) 5000-9999	_____	_____	_____
e) if over 10,000 (please specify)	_____	_____	_____

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26) What is the most critical technical problem facing lake management?
(Please check)

- a) abuse of facilities (e.g. not camping in designated areas, driving off established roads)
- b) hiring and keeping good labor
- c) reducing conflicts between competing recreational uses (e.g. swimming vs. boating, skiers vs. fishermen, hunters vs. campers)
- d) Communication between recreationists and lake management (e.g. notice of fee schedule, campground rules and regulation proper use of facilities)
- e) fluctuating lake levels
- f) vandalism of facilities
- g) littering
- h) enforcement of lake rules and regulations
- i) solid waste collection & disposal
- k) other (please specify) _____
- _____
- _____

27) Are any seminars on such topics as camp skills, camp cooking, boating safety held at lake? Yes _____ No _____

If yes, what type? _____

28) What method is used to advertise lake to public? (Please check)

- local newspaper
- local radio
- road signs
- statewide radio
- large city newspapers (Tulsa, Oklahoma City)
- word of mouth
- other (please specify) _____
- _____
- _____

29) General comments on additional topics and/or suggestions you wish to make.

DDB/EJ/DM

6/12/75

APPENDIX C

COST DATA FOR RECREATION FACILITIES AT
CORPS OF ENGINEERS' LAKES
IN OKLAHOMA

TABLE XXXVI

TOTAL AND ANNUAL CAPITAL COSTS^a FOR THREE RECREATION AREAS:
 PONCA COVE, COON CREEK COVE, SARGE CREEK COVE AT KAW LAKE,
 OKLAHOMA, 1975

	CAPITAL ITEMS															
	Camp Sites	Picnic Sites	Parking Areas	Roads	Electrical System	Boat Ramp	Road Signs	Culverts	Sewer System	Picnic Shelter	Hydrant	PUA Sign ^{b/}	Water Line	Trailer Sanitary Dump Station	Sidewalks	
Expected Life in Years	10	10	25	25	20	25	5	25	20	20	10	20	20	20	20	
Ponca Cove																
Number of Facilities	20	33	--	--	--	1	--	--	--	1	7	1	--	1	--	
Total Investment			\$23,550	\$183,172	\$13,000	\$27,773	\$592	\$ 6,358	--	\$13,500	\$ 3,150	\$ 750	\$13,950	\$3,000	\$1,435	
Annual Costs:																
Depreciation			942	7,327	650	1,111	118	254	--	675	315	38	698	150	72	
Interest			707	5,495	390	833	18	191	--	405	94	22	418	90	43	
Total Annual Costs			1,649	12,822	1,040	1,944	136	445	--	1,080	409	60	1,116	240	115	
Coon Creek Cove																
Number of Facilities	54	12	--	--	--	2	--	--	--	--	5	1	--	1	--	
Total Investment			\$40,371	\$235,014	\$32,500	\$55,827	\$1,023	\$12,504	\$27,583	--	\$ 2,250	\$ 750	\$30,926	\$3,000	\$3,439	
Annual Costs:																
Depreciation			1,615	9,400	1,625	2,233	205	500	1,379	--	225	38	1,546	150	172	
Interest			1,211	7,050	975	1,675	31	375	827	--	68	22	928	90	103	
Total Annual Costs			2,826	16,450	2,600	3,908	236	875	2,206	--	293	60	2,474	240	275	
Sarge Creek Cove																
Number of Facilities	51	--	--	--	--	--	--	--	--	57	1	--	--	1	--	
Total Investment			\$47,100	\$119,682	\$58,500	\$34,822	\$ 862	\$ 3,774	\$27,583	--	\$25,200	\$ 750	\$29,960	\$3,000	\$1,055	
Annual Costs:																
Depreciation			1,884	4,787	2,925	1,393	172	151	1,379	--	2,520	38	1,498	150	53	
Interest			1,413	3,590	1,755	1,045	26	113	827	--	756	22	899	90	32	
Total Annual Costs			3,297	8,377	4,680	2,438	198	264	2,206	--	3,276	60	2,397	240	85	
Total:	125	45														
Total Investments			111,021	537,868	104,000	118,422	2,477	22,636	55,166	13,500	30,600	2,250	74,836	9,000	5,929	
Annual Cost			7,772	37,649	8,320	8,290	570	1,584	4,412	1,080	3,978	180	5,987	720	475	

^{b/} Park Entrance Sign

TABLE XXXVI (Continued)

CAPITAL ITEMS													TOTAL
Expected Life in Years	Trash Barrels	Tables	Table Canopies	Grills	WVT Toilet ^{c/}	MVT Toilet ^{c/}	S & T Toilet ^{c/}	Change House	Concrete Wheel Stops	Boat Loading Dock	Fence	Gates	
5	10	10	10	20	20	20	20	20	10	10	10		
Ponca Cove													
Number of Facilities	50	53	53	53	2	3	--	1	--	--	--	--	
Total Investment	\$6,720	\$17,225	\$42,400	\$6,625	\$ 6,000	\$54,000	--	\$15,000	--	--	--	--	\$438,200
Annual Costs:													
Depreciation	1,344	1,723	4,240	662	300	2,700	--	750	--	--	--	--	24,069
Interest	202	517	1,272	199	180	1,620	--	450	--	--	--	--	13,146
Total Annual Costs	1,546	2,240	5,512	861	480	4,320	--	1,200	--	--	--	--	37,215
Coon Creek Cove													
Number of Facilities	74	66	52	66	4	1	2	--	14	--	--	--	
Total Investment	\$8,880	\$21,450	\$41,600	\$8,250	\$12,000	\$18,000	\$63,000	--	\$350	--	--	--	618,717
Annual Costs:													
Depreciation	1,776	2,145	4,160	825	600	900	3,150	--	18	--	--	--	32,662
Interest	266	644	1,248	248	360	540	1,890	--	10	--	--	--	18,561
Total Annual Costs	2,042	2,789	5,408	1,073	960	1,440	5,040	--	28	--	--	--	51,223
Sarge Creek Cove													
Number of Facilities	55	51	31	51	1	2	2	--	34	1	--	4	
Total Investment	\$6,120	\$16,575	\$24,800	\$6,375	\$ 3,000	\$36,000	\$63,000	--	\$850	\$ 4,000	\$15,388	\$900	529,296
Annual Costs:													
Depreciation	1,224	1,658	2,480	638	150	1,800	3,150	--	42	400	1,538	90	30,120
Interest	184	498	744	192	90	1,080	1,890	--	26	120	462	27	15,881
Total Annual Costs	1,408	2,156	3,224	830	240	2,880	5,040	--	68	520	2,000	117	46,001
Total:													
Total Investments	21,720	55,250	108,800	21,250	21,000	108,000	126,000	15,000	1,200	4,000	15,388	900	1,586,213
Annual Cost	4,996	7,185	14,144	2,764	1,680	8,640	10,080	1,200	96	520	2,000	117	134,439

^{a/} Assuming straight line depreciation and a 6 percent interest rate.

^{c/} WVT is a wood vault toilet, MVT is a masonry vault toilet, S & T is a shower and toilet.

TABLE XXXVII

CURRENT AND 1975 CONSTANT OPERATION AND MAINTENANCE
COSTS AT KEYSTONE LAKE, 1971-75

Col. 1	Col. 2 Constant Operation & Maintenance Cost	Col. 3 Current Operation & Maintenance Cost	Col. 4 Number of Visitor Days	Col. 5 ^a Constant O & M Per Visitor Day	Col. 6 ^b Current O & M Per Visitor Day
1971	424,534	328,100	2,585,009	.16	.13
1972	394,897	343,900	2,893,400	.14	.12
1973	367,076	362,700	3,138,400	.12	.12
1974	372,550	387,600	3,674,200	.10	.11
1975	402,800	402,800	3,021,700	.13	.13
Total				.65	.61
Five Year Average Annual O & M Per Visitor Day				.13	.12

^aEquals Col. 2 divided by Col. 4.

^bEquals Col. 3 divided by Col. 4.

TABLE XXXVIII

TOTAL COSTS PER VISITOR DAY FOR THREE RECREATION AREAS:
 PONCA COVE, COON CREEK COVE, AND SARGE CREEK COVE
 AT KAW LAKE, OKLAHOMA, 1975

Recreation Area	Sarge Creek Cove			Coon Creek Cove			Ponca Cove		
	Capital Costs Per Visitor Day	O & M Costs Per Visitor Day	Total Costs Per Visitor Day	Capital Costs Per Visitor Day	O & M Costs Per Visitor Day	Total Costs Per Visitor Day	Capital Costs Per Visitor Day	O & M Costs Per Visitor Day	Total Costs Per Visitor Day
	(units in dollars)								
50,000	.92	.13	1.05	1.02	.13	1.15	.74	.13	.87
100,000	.46	.13	.59	.51	.13	.64	.37	.13	.50
200,000	.23	.13	.36	.26	.13	.39	.19	.13	.32
300,000	.15	.13	.28	.17	.13	.30	.12	.13	.25
400,000	.12	.13	.25	.13	.13	.26	.09	.13	.22
500,000	.09	.13	.22	.10	.13	.23	.07	.13	.20
600,000	.08	.13	.21	.09	.13	.22	.06	.13	.19

APPENDIX D

COST DATA FOR PRIVATE RECREATION

ENTERPRISES IN OKLAHOMA

TABLE XXXIX

TOTAL AND ANNUAL CAPITAL COSTS^a FOR FIVE TYPES OF
PRIVATE RECREATION ENTERPRISES, BASED ON
OPERATING BUDGETS FOR AN INNOVATIVE
MANAGEMENT OUTLOOK

	Land	Land Improve- ments	Buildings	Operating Equip- ment	Total
Expected Life in Years	--	25	20	10	--
Fee Fishing Pond:					
Total Investment	\$ 4,500	\$ 2,500	\$ 3,000	\$ 5,000	\$ 15,000
Annual Costs:					
Depreciation	--	100	150	500	750
Interest	270	150	180	300	900
Total Annual Costs	270	250	330	800	1,650
Youth Camp:					
Total Investment	200,000	50,000	47,000	31,700	328,700
Annual Costs:					
Depreciation	--	2,000	2,350	3,170	7,520
Interest	12,000	3,000	2,820	1,902	19,722
Total Annual Costs	12,000	5,000	5,170	5,072	27,242
Campground:					
Total Investment	12,500	2,000	12,000	20,400	46,900
Annual Costs:					
Depreciation	--	80	600	2,040	2,720
Interest	750	120	720	1,224	2,814
Total Annual Costs	750	200	1,320	3,264	5,534
Float Trip Enterprise:					
Total Investment	2,500	1,000	5,000	33,000	41,500
Annual Costs:					
Depreciation	--	40	250	3,300	3,590
Interest	150	60	300	1,980	2,490
Total Annual Costs	150	100	550	5,280	6,080
Fishing and/or Hunting Lodge:					
Total Investment	5,000	2,000	40,000	1,825	48,825
Annual Costs:					
Depreciation	--	80	2,000	183	2,263
Interest	300	120	2,400	110	2,930
Total Annual Costs	300	200	4,400	293	5,193

^a Assuming straight line depreciation and a 6 percent interest rate.

TABLE XL

ANNUAL COSTS AND RETURNS FOR FIVE TYPES OF PRIVATE
RECREATION ENTERPRISES, BASED ON AN
INNOVATIVE MANAGEMENT OUTLOOK

Enterprise	Capital Costs	Operating Costs	Total Costs	Visitor Days	Revenue	Net Return ^a
Fee Fishing Pond	\$ 1,650	\$10,900	\$12,550	3,500	\$19,550	\$ 7,000
Youth Camp	27,242	51,300	78,542	5,425	87,500	8,958
Campground	5,534	12,860	18,394	36,000	34,000	15,606
Float Trip Enterprise	6,080	17,600	23,680	5,850	31,600	7,920
Fishing and/or Hunting Lodge	5,193	8,400	13,593	13,000	22,000	8,407

^aNet return to the operator's labor and management.

TABLE XLI

COSTS AND RETURNS PER VISITOR DAY FOR FIVE TYPES
OF PRIVATE RECREATION ENTERPRISES, BASED
ON AN INNOVATIVE MANAGEMENT OUTLOOK

Enterprise	Annual Visitor Days	Capital Cost Per Visitor Day	Operating Cost Per Visitor Day	Total Cost Per Visitor Day	Annual Revenue Per Visitor Day	Net Return ^a Per Visitor Day
Fee Fishing Pond	3,500	\$.47	\$3.11	\$ 3.58	\$ 5.59	\$2.01
Youth Camp	5,425	5.02	9.46	14.48	16.13	1.65
Campground	36,000	.15	.36	.51	.94	.43
Float Trip Enterprise	5,850	1.04	3.01	4.05	5.40	1.35
Fishing and/or Hunting Lodge	13,000	.40	.66	1.06	1.69	.63

^aNet return to the operator's labor and management.

APPENDIX E

A PARABLE OF PROMOTION

A Parable of Promotion

Upon establishing a campground enterprise with 50 campsites, 25 picnic sites, and a 15 acre fish pond, Joe Manager was somewhat discouraged by the first year's volume of business. Although the enterprise had attracted sufficient customers to cover operating expenses, Joe began to analyze the reasons more customers did not patronize his business and to plan methods to attract more customers. Joe recognized his promotional efforts were less than adequate due to the time required to establish the campground. However, during the off season winter months Joe formulated an advertising program aimed at attracting more customers.

The first step of the program was a repainting project for entrance and directional signs. Several new directional signs were added on nearby highways to guide customers from the highway turn-offs to Joe's enterprise. Next, Joe visited local civic groups which were active in the community. After visiting with representatives of the Local Chamber of Commerce, Rotary, Lions and Kiwanias, Joe arranged to present a color slide-talk on his enterprise at future meetings of these civic groups.

To reach a wide audience, Joe purchased ads in several national travel directories. The campgrounds ads are listed by state giving the location of the enterprise, facilities available, and fee schedule. Such ads are of great importance to newly established campgrounds, however, as the firms business increases the benefit of such ads should be reexamined. Due to the relatively high cost of such directories people tend to purchase a directory and use it for several years. Thus, there is a delayed or decay aspect of such advertising and running an ad consecutive years may not be necessary.

For advertising geared for local customers, Joe had 5,000 copies of a one page brochure on the campground and fishing pond printed at a cost of \$.05 per brochure. Joe distributed a supply of these brochures to nearby chamber of commerce offices, the local farmers co-op feed store and several small businesses such as sporting goods stores, gas stations, and convenience stores. Noting more than half of his business volume in the first year were customers within an hours' drive of his campground, Joe set up a car tour of nearby towns and communities.

Each weekend in the early spring before his campground opened, Joe visited with members of the nearby towns, leaving his brochures and inviting the townspeople to come to his enterprise. In one town, Joe talked with the owner of a small manufacturing firm which has an annual employee picnic in the spring. After viewing some of the pictures of large bass taken from Joe's pond last year, the manufacturer assured Joe the members of the picnic committee who were fishermen would certainly be interested in that kind of fishing. To sweeten the deal, Joe extended the manufacturer a discount offer for the group if they would visit in late April or early May. The manufacturer invited Joe to the committee meeting the following Wednesday evening to present his offer to the picnic committee.

After completing the tour of nearby towns, Joe turned to inform last year's customers of this year's opening date. In a one page memo Joe announced his plans for a special spring discount package, offering half price fees to all of his last years' customers during the firm month of the season. Included in the announcement was the new in-season rate schedule and information on the addition of 25 more electrical hook ups. The one page memo was then distributed by mail to the

addresses listed in his registration log for the previous year.

Looking ahead to the coming season Joe began to make plans for a two day fishing contest. Prizes would be awarded for the most weight and largest fish caught during the contest. After the opening of the enterprise, Joe intended to visit with local businessmen to solicit cost sharing on the prizes in exchange for advertising the contributor's firm.

Later in the season Joe planned to sponsor a watermelon picnic at his campground one Saturday in August. By placing several short radio announcements the week before the picnic and posting notices in stores and shops in nearby communities, Joe hoped to attract customers to his enterprise when attendance began to drop. Last years' records indicated the Memorial Day and Fourth of July crowds were larger than the attendance for the entire month of August.

At the end of the second season Joe was pleased to see a definite growth in business volue, but was at a loss to evaluate the exact benefit to enterprise revenue from his advertising campaign. Last year Joe charged \$.50 per person for a 24 hour day of fishing, \$2 per site per night for a party of four campers, with \$.50 per person for additional members of parties larger than four, \$.50 per electrical hook-up per night, and \$1 per vehicle per day for picnicking. Under this fee schedule Joe's recreation enterprise earned \$750 from fishing, \$5,000 from camping, \$600 from electrical hook-ups, and \$1,300 from picnicking for a total revenue of \$7,650. Operating expenses for the year were \$4,550, leaving a return of \$3,100 to Joe's management, labor and capital investment.

In the second year of operation with increased advertising and increased fees for fishing and camping, Joe's gross revenue increased to

\$20,260. Operating expenses for the year increased to \$8,175, leaving a net return to Joe's management, labor and capital of \$12,085.

Although Joe Manager was certain the promotional activities of group picnic discounts, the fishing contest and the watermelon picnic helped increase his revenue, he was unable to determine in dollars and cents terms the benefit of the advertising campaign to his enterprise's revenue. Some of the customers would have returned the second year based on their good experience during the first season. Many new customers learned of the enterprise by way of word-of-mouth advertising of friends, neighbors and relatives who had visited Joe's campground. Some benefits of the current year's advertising will carry over into future seasons. That is, customers who were encouraged by Joe's advertising campaign will return in future seasons not because of future advertising, but because of the advertising which prompted their visit in the current season.

APPENDIX F

**FEEES CHARGED AT MUNICIPAL
RECREATION ENTERPRISES**

TABLE XLII

CAMPING FEES CHARGED AT MUNICIPAL
RECREATION ENTERPRISES, BASED
ON 1975 OKLAHOMA SURVEY

Municipality	Fee Charged
Chandler	\$1.00 per camping unit per day
Chickasha	\$1.00 per camping unit per night \$1.00 per night for electrical hook-up \$75.00 per camp trailer per season
Clinton	No charge for camping, electrical hook-up is metered
Comanche	No charge for camping, electrical hook-up is \$1.00 per night
Duncan	\$1.00 per vehicle per day
Hominy	\$1.50 per vehicle per night
Lawton	\$1.00 per camping unit per day without electrical hook-up, \$3.00 per unit per day with electrical hook-up
Pawnee	\$1.00 per camping unit per night
Perry	County Residents: \$.75 per camping unit per day, \$90.00 per camping unit per year Non Residents: \$1.50 per camping unit per day, \$135.00 per camping unit per year
Ponca City	\$1.00 per vehicle per day without electrical hook-up, \$1.50 per vehicle per day with electrical hook-up
Purcell	\$2.50 per night for full hook-up, electric, water, and sewer
Seminole	\$2.50 per vehicle for seven days

TABLE XLIII

FISHING FEES CHARGED AT MUNICIPAL
RECREATION ENTERPRISES, BASED
ON 1975 OKLAHOMA SURVEY

Municipality	Daily Per Person	Daily Per Family	Annual Per Person	Annual Per Family
Chandler	\$1.00	--	\$7.50	--
Chickasha	.50	--	5.00	\$7.50
Clinton	.50	--	5.00	--
Comanche	.50	--	7.50	--
Duncan	.50	--	10.00	--
Elmore City	.50	--	5.00	--
Fairfax	2.00	--	--	20.00
Guthrie	1.00	--	1.00	--
Hobart	.50	--	--	--
Hominy	1.50	--	10.00/Resident 15.00/Non Resident	--
Lawton	1.00	--	7.50	10.00
Marlow	.50	--	5.00	7.50
Maysville	.50	--	5.00	--
McAlester	.50	--	3.00	4.00
Pauls Valley	.50	--	--	5.00
Pawhuska	.50	--	3.00	--
Pawnee: Resident	.50	1.00	3.00	--
Non Resident	1.00	2.00	6.00	--
Perry: Resident	.50	--	3.00	4.00
Non Resident	1.00	--	6.00	8.00
Ponca City	.25	--	2.50	5.00
Shawnee	.50	--	4.00	--
Tecumseh	.25	--	3.00	--
Wewoka	2.00	--	5.00	--

TABLE XLIV
 BOATING FEES CHARGED AT MUNICIPAL RECREATION
 ENTERPRISES, BASED ON 1975
 OKLAHOMA SURVEY

Municipality	Daily per Boat	Annual per Boat
Bartlesville	--	\$7.50
Blackwell	--	5.00
Chandler	\$1.00	7.50
Chickasha	--	15.00
Clinton	1.00	5.00
Comanche	.50	12.00
Duncan	1.00	6.00
Fairfax	2.00	20.00
Guthrie	1.00	10.00
Holdenville	2.00 (per weekday)	10.00 (for Resident)
	3.00 (on weekends, holidays)	20.00 (for Non Resident)
Hominy Fishing Boat	1.50	10.00
Ski Boat	2.50	15.00
Lawton	1.00	7.50
Marlow	1.00	7.50
Maysville	--	7.50
Pawhuska	1.00	3.00 to 20.00
Perry	1.00	2.50 to 10.00
Ponca City	.50	5.00
Shawnee	1.50	7.50

TABLE XLV

HUNTING FEES CHARGED AT MUNICIPAL
RECREATION ENTERPRISES, BASED
ON 1975 OKLAHOMA SURVEY

Municipality	Type of Hunting	Daily per Hunter	Annual per Hunter
Chandler	duck	\$1.00	\$5.00
Chickasha	duck	1.00	5.00
Clinton	duck	.50	5.00
Comanche	duck	.50	3.50
	quail	1.00	--
Duncan	duck	.50	3.00
	quail	1.00	7.50
Elmore City	duck	.50	5.00
	quail	.50	5.00
Guthrie	duck	--	5.00
Lawton	duck	1.00	5.00
	quail	1.00	5.00
	deer	--	7.50
McAlester	duck	--	4.00
	quail	--	4.00
Pauls Valley	dick	.50	5.00
Pawhuska	duck	1.00	--
Perry Resident	duck	1.00	3.00
Non Resident	duck	2.00	6.00
Shawnee	duck	1.00	5.00

TABLE XLVI

WATER SKIING FEES CHARGED AT MUNICIPAL
RECREATION ENTERPRISES, BASED
ON 1975 OKLAHOMA SURVEY

Municipality	Daily Per Person	Daily Per Boat	Annual Per Person	Annual Per Boat
Chickasha	--	\$2.00	--	\$15.00
Duncan	--	1.50	--	12.50
Fairfax	--	2.00	--	20.00
Hominy	--	--	3.00	--
Lawton	--	3.00	--	17.50
McAlester	.50	--	3.00	--
Pawhuska	.50	--	2.50	--
Ponca City	.25	--	2.50	--
Wewoka	--	3.00	--	15.00

TABLE XLVII

OTHER FEES CHARGED AT MUNICIPAL RECREATION
ENTERPRISES, BASED ON 1975
OKLAHOMA SURVEY

Municipality	Fee Charged
Blackwell	\$60.00 per year for lease of lake lots
Chandler	\$5.00 per boat per year for dry storage of boats at lake
Chickasha	\$25.00 per year for private boat docks
Hominy	\$10.00 per city resident per year for lake lot \$15.00 per non resident per year for lake lot
Lawton	\$2.50 per foot of space for Class A Boat Housespace \$1.50 per foot of space for Class C Boat Housespace \$1.00 per blind per year for duck blinds
Perry	\$10.00 per duck blind per year for county resident \$20.00 per duck blind per year for non resident \$7.50 per boat dock per year for county resident \$10.00 per boat dock per year for non resident
Shawnee	\$1.00 per person per day and \$5.00 per person per year for floating fishing warf

VITA

Edward Joe Jordan

Candidate for the Degree of

Master of Science

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BASED RECREATION ENTERPRISES IN OKLAHOMA

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