

## Rate Comparability Analysis Steele Park Resort

Bureau of Reclamation  
Mid-Pacific Region  
Solano Project  
Lake Berryessa, CA





## **Preface to the Steele Park Resort Comparability Analysis**

In completing the comparability study for concession rates for Steele Park Resort and other concessionaires at Lake Berryessa 58 different properties were visited. These properties encompassed a north/south area from Lake Shasta to Midpines (Yosemite area) and an east/west area from Lake Tahoe to coastal sites north of San Francisco. Data was collected at each location and photographs were taken to assist in the overall display and analysis of information. Of the 58 properties visited 24 of them were areas submitted to Reclamation by Lake Berryessa concessionaires.

Obviously some of the properties visited had more similarities to Lake Berryessa concession operations than others. Some of the properties proved to have little in common with Lake Berryessa operations.

### **Determining ‘Actual Comparables’ from among the ‘Potential Comparables’ Visited**

To determine objectively which properties among the 58 ‘Potential Comparables’ would be used as ‘Actual Comparables’ they were all rated using a comparability matrix as per Reclamation Concession Management Guidelines. This is the same process utilized by the National Park Service for over 20 years in selecting comparables for similar concession rate approvals in that agency. The matrix was completed using data collected during the on site visits. This process is complex enough that it will be helpful for concessionaires and Reclamation officials reviewing this report to read the following couple of pages that explains how the matrix is completed and used to select the ‘Actual Comparables’. The matrix does not eliminate the need for good judgment and a thorough knowledge of the comparability process.

#### **What is the Comparability Matrix?**

The comparability matrix is a table that provides point values expressed as a level of similarity between a particular potential comparable and the concessionaire. The values are determined using the concessionaire’s current operating conditions as the base against which all others are compared. These values are assigned to each of the identified criteria for lodging, marinas, and campgrounds.

Numeric values can be assigned fairly easily to criteria such as number of rooms, percentage of occupancy, and number of boat slips. Assigning values to nominal criteria such as type of area, clientele, and facility characteristics is more problematic and requires judgment and analysis.

#### **How the matrix helps.**

Using a matrix provides a balanced procedure for rating similarities among potential comparables and the concessionaire in an unbiased manner. Determining an approved rate is not an exact science; the concessionaire’s rates are appropriate if most customers

would expect to pay similar prices for similar services under similar conditions outside the recreation area (easy to say but difficult to determine).

**How is the matrix set up and compiled?**

The comparability matrix has a dual axis. The business properties measured (including the concessionaire) are listed down the left column. The criteria measured are listed across the top. When completed, this matrix will note the degree of similarity between the concessionaire and the potential comparables. **The matrix does not designate the properties as better or worse, but only shows the degree of similarity.** Quality and value are not analyzed thoroughly until after the selection of actual comparables.

Information on the criteria (lodging [7 criteria], marinas [6 criteria], and campgrounds [5 criteria]) must be collected during visits to all potential comparables to ensure a thorough review. These criteria are the only items measured to determine comparability. After the comparables are identified, extra quality features and additional analysis are used to determine final approved rates.

It is critical that the same person(s) evaluate all the properties in the comparability matrix to ensure consistency. The concessionaire is listed first on the matrix and is assigned a value of 10 points for each criterion. This format would result in a total of 70 points for the concessionaire in a lodging matrix because there are seven criteria (7 X 10 = 70). **The total does not signify a level of performance or quality but only similarity of operations compared to the concessionaire.** The qualified person completing the matrix will then determine point spreads for each of the criteria analyzed that reflect the differences between potential comparables. For example, if a concessionaire has 100 guest rooms, a potential comparable should have 95–105 guest rooms, to receive 10 points. A possible rating scenario on the criteria for the number of guest rooms follows:

95-105 rooms	10 points
85-94 and 106-115 rooms	9 points
75-84 and 116-125 rooms	8 points
65-74 and 126-135 rooms	7 points

ETC.

Some criteria may not be as varied and could result either in 10 (the same), 5 (partially the same), or 0 (completely different). The person completing the matrix should strive for consistency supported by knowledge and thoroughness.

This technique is valuable and easy to use because the final point scores for each potential comparable are not important alone—but only in relation to the other potential comparables. The most critical aspect of completing the matrix is maintaining program consistency by ensuring that the same person evaluates all the properties.

The matrix system can seem confusing and complicated at first, but with use, it becomes simple, easy to use, and productive. It contributes to an objective, analytical final rate

decision. It brings together many disparate functions of the rate approval process to support operational activities that directly impacts area visitors.

**How are ‘Actual Comparables’ selected from the completed matrix?**

After the matrix is completed and the points are totaled for each property, the person completing the matrix looks for a natural break in the point spread. All properties above that number will be selected as actual comparables. If a break level is not apparent or provides too few or too many properties, a determination will be made that selects the top scoring properties to be used as the ‘Actual Comparables’. No specific number of comparables is required, but there should never be fewer than three actual comparables selected and normally not more than eight or nine.

In completing the comparability analysis for Steele Park Resort the number of Actual Comparables’ selected were:

Campground/RV Operations	8 Actual Comparables
Lodging Operations	8 Actual Comparables
Marina Operations	6 Actual Comparables

**What happens after the ‘Actual Comparables’ are identified?**

After the actual comparables are designated, further analysis considers ‘**Extra Quality Features**’ (EQF) to determine where the concession fits among the comparable properties and the range of rates. Following this analysis, other factors deemed significant are introduced that help define the comparative quality of the concessionaire’s goods and services. These factors impact the final rates to the user and should not be considered until a rate based on comparability has been determined. Examples of other factors deemed significant could be the cost of housing employees, utility costs above comparability, significant delivery costs above comparability, and additional costs caused by environmental concerns that are not present with the comparables. Such costs may be passed on to the customer, but it is extremely critical that the concessionaire be able to specifically and concretely substantiate them. Additional rates above comparability should never be authorized without written documentation. Sometimes there are operating costs that have risen in the last few years that do not result in increased rates because those same increases are a factor with the ‘Actual Comparables’ and have already been reflected in the comparable rates.

The following pages present the applicable matrixes for Campground/RV, Lodging, and Marina operations in regard to Steele Park Resort. Immediately following the matrixes is the evaluation of the ‘Extra Quality Features’ of the comparables selected and further analysis of those ‘Actual Comparables’. At the end of each section are the recommendations of the analyst in regard to how the various rates at Steele Park Resort should be addressed based upon this comparability analyses.

**Wheeler’s RV Resort & Campground Guide - Applicability to Lake Berryessa Concessionaire Comparability**

After thorough analysis of the 2005 Edition of the Wheelers Guide to consider its applicability to Lake Berryessa's comparability study of its seven resorts, it has been concluded that the Wheelers Guide has no merit as a determinant in establishing rates to the public at Lake Berryessa.

The Wheelers Guide does not profess to be anything other than a 'guide'. As such, it provides a basic inventory of RV Parks and Campgrounds. It provides users with general resort information, and attempts to supply an overall quality evaluation through a 'Star' assignment system. It also provides some general rate information for low, mid and upper priced amenities: however, it does not provide direction or determination on what rates should be for these various price levels nor does it provide any specific training or direction on how to determine the number of stars a facility receives. The evaluation and star rating is provided by untrained volunteer users who complete a rating form available in the back of the guide book.

Therefore, while Wheelers does provide direction and steps that result in the gathering and analysis of data for comparable rates, the process utilized in complying with Reclamation concession guidelines for rate approval does not recognize 'Wheelers Guide' as part of the rate approval process.

# **CAMPING & RV OPERATIONS**

# CAMPGROUND COMPARABILITY MATRIX

## Steele Park Resort

	Competition	Seasonality	Occupancy Rate	Similar Size	Site Type	Comparability TOTAL	Comparability RANKING
Steele Park Resort 62 RV Sites 14w/partial hookups 69 % Mem Day thru Labor Day	10	10	10	10 62 RV 14 w/partial	10	50	BASE  Left No.
Coloma Resort (American River) 102 RV 50% w/fh + 50% w/h2O/elect Tent area also	10	9	8-	6	6	39	3 #1
Edgewater Resort - (Clearlake) 61RV sites – no excl tent – all w/hu+tv	10	8	8-	10	6	42	1 #2
Olema Ranch Campground (Pt. Reyes) 31fhu – 58partial – 175 tent	9	7	4-	2	3	25	
Meeks Bay Marina (Tahoe) 35 total – 10 w/fh	10	5	8-	6	7	36	
Funtime RV Park (Clearlake) 60 comb RV/Tent w/fh	10	8	8-	9	6	41	2 #3
American River Resort 85 Sites – 35 w/full RV hu's	10	9	6-	7	5	37	
Anchor Bay Campground (Coast) 29 RV/tent sites – 3 w/fhu	8	6	8-	5	5	32	
Manchester Beach KOA (Coast) 115 tot – 51tent – 36partial – 22full	8	7	6-	5	4	30	
Petaluma KOA 307tot – 124full – 39partial – 144none	8	8	5-	2	3	26	
Placerville KOA 104tot – 44full – 30partial – 30none	8	8	7-	6	3	32	
Sacramento KOA 133tot – 85full – 48w/o phone & TV	8	7	6+	4	3	28	
Stockton KOA 100 w/fh – 20 tent sites	9	7	7+	4	3	30	
Tahoe KOA 85total – 49full – 36tent w/nohu	10	5	7+	7	5	34	
Willits KOA 32h2O&Elec – 11full – 16tent	9	8	8+	9	5	39	3 #4
Yosemite KOA 27full- 20partial – 26tent	9	7	7+	8	5	36	

Snug Harbor (Delta) 28full or partial -	8	7	7+	5	7	34	
Tahoe Pines 17full – 22partial – 90tent	10	5	6+	3	4	28	
49er RV Ranch (Columbia/Sonora) 35full HU incl TV	9	8	8-	6	7	37	
Collins Lake 150w/hu – 30 tent	8	9	6+	2	5	30	
Holiday Harbor (Clearlake) 35 full hu	10	8	6-	6	7	37	
Long Ravine CG (Rollins Lake) 12 w/elec – 64 w/o hu (tent)	10	9	7+	8	5	39	3 #5
Orchard Spring Res (Rollins Lake) 90sites – 13w/fhu	10	9	6-	6	6	37	
Pine Acres (Blue Lake) 29sites – 4w/fh – 21 partial – tent random	10	8	8-	5	7	38	4 #6
Scotts Flat Lake 31tent sites – 136RV (+lg group sites) No hookups	8	7	5-	2	3	25	
Tower Park (Delta) KOA 200 fhu	9	7	6+	2	5	29	
Greenhorn CG (Rollins Lake) 40 sites w/no hu	10	9	5-	7	5	36	
Peninsula Campground (Rollins Lake) 78 sites w/no hu	10	8	5-	7	3	33	
Lake Francis 84 total sites 30 fhu – 17partial – 37 tent	8	9	6-	7	7	37	
The Narrows Resort (Blue Lake) 15RV sites – all at least partial	10	8	7-	3	6	34	
Delta Bay RV Resort (Delta) 150 RV w/fhu (w, s, e, tv)– no tent area	9	7	7-	2	5	30	
Camanche Reservoir +/-300 tent/RV sites w/o hu 100RV sites w/fhu	8	9	4-	1	2	24	
Emerald Cove (Bullard Bar Reservoir) 56 non hook-up sites – tent or RV	8	8	6-	9	3	34	
Shasta Lake Marina 27 w/fhu	10	9	8+	5	6	38	4 #7
Angels Camp RV 32 w/fhu – 16 partial – 14 tent 62 Total	9	8	6-	10	5	38	4 #8

**Notes on the Preceding Chart** – The preceding chart evaluates the similarity of potential comparables visited to the concessionaire’s campground operations. Those properties that are shaded have been selected as ‘Actual Comparables’ and are further evaluated in the following pages. The column on the farthest right contains two numbers. The first shaded number indicates the ranking level of comparability as compared to the concessionaire. The second number (un-shaded) simply denotes in chronological order how many properties there are that were selected.

There are a few abbreviations used in the above chart and they and their meanings are as follows:

Tot = Total  
hu = Hook-ups  
fhu = Full hook-ups  
elec = Electric  
w/o = Without  
excl = Exclusive  
h20 = Water

# CAMPGROUND - EXTRA QUALITY FEATURES

## Steele Park Resort

Features (check if present)	STEELE PARK		EDGEWATER RESORT	FUNTIME RV PARK	LONG RAVINE CG	WILLITS KOA	COLOMA RESORT	PINE ACRES	SHASTA LAKE MARINA	ANGELS CAMP RV	
Utility hookups (water, sewer, electric)	14part 30amp		F +TV	F	L	P	50%F 50%P	4FHU 21Part 4Tent	All 27 Full	P	
Trash receptacles											
At site											
Centralized	Y		Y	Y	Y	Y	Y	Y	Y	Y	
Dumping station	Y						Y		N	Y	
Included in campsite rate	Y		Y	Y	Y	Y	Y	Y	RV-Y	Y	
Extra charge											
Showers											
Included in campsite rate	Y		Y	Y	Y	Y	Y	Y	Y	Y	
Coin operated											
Partitioned stalls	Y		Y	Y	Y	Y	Y	Y	Y	Y	
Open/common area											
Heated	Y		Y	Y	Y	Y	Y	Y	Y	Y	
Restroom service											
Pit toilets											
Flush toilets	Y		Y	Y	Y	Y	Y	Y	Y	Y	
Hot and cold water	Y		Y	Y	Y	Y	Y	Y	Y	Y	
Water											
At individual sites	14-RV		Y	Y		RV-Y	Y	RV-Y	RV-Y	RV-Y	
Scattered hydrants	48-RV		Y		Y	T-Y				T-Y	
Central only								T-Y			

Site Characteristics											
Site seclusion (utmost, moderate, limited)	L		L	L	L	L	M	L--	L---	L	
Separate area for tents	NO Tents		N	N	Y	Y	Y	Y	N	Y	
Landscaping appropriate for natural	L-		Y	L	L	Y	L	L	None	L	
Type of access											
Rough or gravel road			Y	Y		Y		Y	Y		
Paved	Y		Y	Y	Y		Y			Y	

	STEELE PARK		EDGEWATER RESORT	FUNTIME RV PARK	LONG RAVINE CG	WILLITS KOA	COLOMA RESORT	PINE ACRES	SHASTA LAKE MARINA	ANGELS CAMP RV	
<b>Features (check if present)</b>											
Pull-through for RVs and trailers	N		L	Y	L	Y	Some	N	Some	Some	
Compliance with ADA requirements	N		N	N	N	L+	L	N	L	L	
Lighted areas and paths	N		N	N	N	N	N	N	N	N	
Picnic table at site	Y		Y	L	Y	Y	Y	L	Y	Y	
Fireplace/grill at site	Y		Y	L	Y	Y	Y	L	Y	Y	
<b>Service Related</b>											
Reservation system	Y		Y	Y	Y	Y	Y	Y	Y	Y	
Public phone available	Y		Y	Y	Y	Y	Y	Y	Y	Y	
Camper service store	Y		L	Y	Y	Y	Y	Y	Marina	L	
Food service	Y		N	N	Y	N	L	N	N	N	
Gasoline service station	N		N	N	N	N	N	N	N	N	
Propane	N		N	N	Y	Y	N	N	N	Y	
24-hour onsite available	N		N	N	N	N	N	N	N	N	
Firewood available	N		Y	N	Y	Y	Y	N	N	N	
Coin laundry available <i>(Permittee Trailer Area only)</i>	N		Y	Y	N	Y	Y	N	Y	Y	
Ice available	Y		Y	Y	Y	Y	Y	Y	Y	Y	
Vending machines	N		Y	Y	Y	Y	Y	N	Y	Y	
Interpretative programs	N		N	N	N	Y	L	N	N	N	
Entertainment programs	N		N	N	N	Y	Y	N	N	N	
Recreation room	N		Y	N	N	Y	Y	N	N	Y	
Swimming pool <i>(Steele Motel Guests only*)</i>	Y*		Y	Y	Lake	Y	Y	Lake	Lake	Y	

The above chart is a side by side comparison of the concessionaire to those properties selected as 'Actual Comparables' in regard to various levels of facilities, services and amenities. This chart helps measure the apparent value among different properties.

There are a few abbreviations used in the above chart and they and their meanings are as follows:

- P = Partial (in re: to hook ups 'P' denotes that only some of the sites have hook-ups.
- L = Limited (in re: to hook ups 'L' means some sites have limited hook ups.
- Y = Yes
- N = No
- RV = Recreational Vehicle
- CG = Campground
- T = Tent
- M = Moderate
- = Somewhat less or worse
- + = Somewhat more or better
- Lake = Convenient designated swimming area in the lake

Steele Park Resort – Campground Operations - The list below indicates, based upon review and assessment of the comparability data, where Steele Park Resort fits into the mix of ‘Actual Comparables’ for campground operations. This list is in the approximate order of the combination of overall amenities provided and general operational condition observed among the comparables determined to be most similar to the concessionaire. This list of ‘Actual Comparables’ is not oriented in regards to price but in the level of apparent desirability, i.e., the property listed first is the most desirable and the one listed last is the least desirable within this group. Note that following the name of each property there is a number, i.e., (3<sup>rd</sup>) following Willits KOA. This number corresponds to the ranking on the ‘Comparability Matrix’ a few pages back so the lower the number the more similarity to Steele Park Resort.

**PROPERTY**

**RATES**

**1. Willits KOA (3<sup>rd</sup>)**

**\$44 full hook up, \$40 partial, \$37 back-in  
\$32 Tent weekend, \$25 Sun-Thur.**

The Willits KOA campground is above average in respect to most KOA locations. There is a wide variety of on site amenities offered to RV’ers and campers, i.e., swimming pool, fishing pond, developed hiking trails, Old West theme throughout the park, cable TV as part of hook-up, 50 amp service, mini golf, established tours of area highlights (for charge), bicycle rentals, children’s playground, etc. This campground received the ‘Presidents Award’ which is the highest internal rating given within the family of KOA campgrounds.

**2. Coloma Resort (3<sup>rd</sup>)**

**\$35 Fri-Sat nites all sites, \$33 Sun-Thur.  
(RV Only)**

Coloma is in the upper quality of RV resorts visited. There is a small tenting area w/o individual sites but just a general area where tent users can go for \$10 a tent. 50% of the sites have full hookups and the other 50% are partial. Most sites that are not well shaded by trees have an awning erected over the picnic table to improve the ambiance. The resort has many special activities from community BBQ’s to educational meetings that they sponsor for guests. There is a swimming pool, petting zoo and other internal activities.

**3. Edgewater Resort (1<sup>st</sup>)**

**\$30 fhu w/TV, \$40 hol. & lakeside all days**

The Edgewater is mainly an RV and lodging installation with no areas established as just tent sites. All RV sites have full hook-ups that include cable TV and access to an array of amenities at the resort including, swimming pool, horseshoe pit area, group/family recreation room, private dock and swimming area, etc. This area displays a high level of maintenance and day to day care.

**4. Angels Camp RV (4<sup>th</sup>)**

**\$49 full & partial hu,  
\$25 Tent**

This is a former KOA campground with associated amenities similar to KOA, i.e., swimming pool, horseshoe pit, fishing pond, group/family meeting or event room, some 50 amp service. This facility appears to have a somewhat lower level of care than KOA would allow in their current franchises. Based upon the conditions observed this facility also seems to be overpriced for the market in regard to Camping and RV rates.

**5. Shasta Lake Marina (4<sup>th</sup>)**

**\$31.50 all sites fhu incl. TV**

The campground at Shasta Lake Marina is very similar to Steele Park Resort. All sites are for RV’s and tents are welcome but at the same rate. There are full hook-ups and it is established mainly in conjunction with a marina operation. It is unlikely that RV’ers would come to use this facility simply to camp without using the marina facilities. The RV park is not particularly attractively laid out and the sites are fairly

crowded. There is a nice dock to serve the campers at the RV park. The Marina/Camp store is available with a moderate walk or short drive. The campground has a small children's playground.

**\*\* Steele Park Resort**

**\$32.50 whether partial or fhu**

**No Tent Camping Rates or Facilities**

The RV sites at Steele Park are adjacent to the lake and provide easy access to the shore. The Steele Park Resort RV area does not have any unique or compelling features. There are no formal pull-through sites. There is a restroom/shower facility that serves the RV park that is in satisfactory condition. There are trees located in the section of the RV area along the lakeshore but no associated landscaping.

**6. Pine Acres (4<sup>th</sup>)**

**\$25 w/fhu**

**\$20 each tent**

Pine Acres RV area is not particularly attractive although there are good amenities in the rest of this Blue Lake Resort. There is a nice swimming beach, family/group meeting and use facilities, and small private dock for use of resort guests.

**7. Funtime RV Park (2<sup>nd</sup>)**

**\$22 & 26(lake) fhu F & Sat, \$20 & 24 wkday**

**No tent sites but same rate if tent used.**

The Funtime RV Park is one of the lower end RV parks visited. It has convenient hook ups but most of the external facilities are in need of upgrading or redesign after many years of use. It does feature a nice beach on Clearlake for swimming and launching of RV customer boats. It also has a private small pier that customers may use. There are some 50 amp services available.

**8. Long Ravine CG (3<sup>rd</sup>)**

**\$29 for limited hookup site all days**

**\$25 for tent sites all days**

Long Ravine Campground is a moderately nice tenting campground but a fairly inconvenient RV campground. It has 12 partial hook-up sites. All of the sites are in timber and have fairly good shade. Facilities and amenities adjacent to the CG area are minimal. Under the same ownership/management is a nice little marina, store and beach area which are all available to the campground users but not without a substantial walk or getting in a vehicle and driving.

The above list indicates that five of the eight comparables when comparatively assessed alongside Steele Park Resort are rated higher in regards to the combination of available amenities and observed operational conditions for RV areas. Those areas rated higher mostly have a combined superior level of associated amenities, hook-ups, and landscaping that add to the overall enjoyment and/or value to customers.

Other Comparable Notes of Interest – Some of the campground and/or RV properties visited had some special features or adaptations that displayed outstanding thought and concern for their customers. The following is a list of those noteworthy features that may not have been earlier mentioned.

- Camanche Reservoir (Family Camping Area) – A fairly large section of the campground that is signed as “Family Camping – No Alcohol”. This would seem to have outstanding appeal to many camping groups.
- Multiple Properties (Themes) – Many locations, especially the KOA campgrounds, did a good job of having their campground set up with a theme that was carried through in the design and construction of facilities, printed material

and even special programs. Theme examples were “Old West” and “Gold Mining”.

- Antlers Resort Campground (Privacy Barriers) – This property did an outstanding job of creating privacy barriers between camp or RV sites with a combination of vegetation and fairly simple fence like structures that seemed to fit in well (see Antlers photos).
- Multiple Properties (Screening Unattractive Areas) – Several areas did a good job of hiding or at least dressing up otherwise unattractive areas such as garbage receptacles, propane service and other maintenance or service type facilities. Again Antlers resort was especially good at screening.
- Multiple Properties (Wireless Computer Access) – Several campgrounds have taken the leap to provide an available wireless site on the property. The KOA campgrounds were especially aggressive on this. When tested they seemed to work fine by the compiler of this study.
- Multiple Properties (Swimming Areas) – Many areas associated with water recreation have developed very nice swimming areas at their lakes. The Long Ravine Campground, Collins Lake and Meeks Bay had particularly appealing areas but there were many others who had also made a special effort.
- Collins Lake (Signing) – Collins Lake had a very attractive and aggressive signing program throughout the campground area. Many questions were answered in advance through good signing. All signs were in the same style and professionally constructed.
- Scotts Flat Lake (Accessibility) – Scotts Flat did an outstanding job of going beyond just having nice restroom/shower facilities for the handicapped in the design and construction of accessible facilities including a totally accessible pier for fishing or just getting out on the water. It is even more noteworthy that this was done on a fluctuating reservoir.
- Multiple Properties (Daily/Weekly Special Events) – Many areas, especially the KOA properties, have special events such as BBQ’s, pancake breakfasts, entertainment, hayrides, etc. that have only a marginal cost and provide an opportunity for families to meet others and get involved if they wish.
- Multiple Properties (Trails) – Many areas have developed short trails within their properties that either help people go from ‘Point A to Point B’ or have some type of specific destination, i.e., “Fishing Trail at Peninsula Campground (Lake Rollins)”. This type of development is fairly easy to do and provides an added sense of being in a real camping area or some type of subliminal adventure to many campers who may never have been on a trail in the woods. Most of these

trails are no longer than 100 yards to ¼ mile but they add an appropriate touch to the camping experience.

- Greenhorn Campground (Camping Dock) – This facility developed a small deck type structure shared by several tent sites that permitted actual access on the water and a place to sit and read, fish or enjoy the lake. (See Greenhorn Photos)

The preceding list demonstrates some unique efforts made by many of the campgrounds visited during this comparability analysis. These are all things that either add value and or increase the level of experience for campers.

The operation of and facilities for RV use areas at Steele Park Resort do not provide any of these or other similar practices that could be identified as a unique positive feature.

**Analysts 2006 Rate Recommendations to Reclamation for Steele Park Resort RV Operations based upon data collected and conditions observed during compilation of ‘Comparability Analysis’**

The RV facilities at Steele Park Resort are adequate with no exceptional features. They have a mixture of site types, i.e., full hook-up, partial (no sewer), and RV sites without any hook-ups. They are in close proximity to the lake. There are no pull through sites.

*The recommended rates for these RV sites based upon comparability is \$28-\$31 for full hook-ups, \$26-\$29 for hook-ups with out sewer, and \$20-\$23 with no hook-ups (basically a tent campground rate). The recommended rates are all based upon double occupancy and are in the mid range of the eight comparables. This is a reasonable position based upon comparability. Improved amenities and landscaping associated with this RV area could result in a future rate increase although it may not be a desirable investment or effort this late in the contract.*

These recommended rates take into consideration statements from the comparables that indicated some would have a minor rate increase for 2006 and others not planning on any increase.

*On September 8, 2005 Steele Park submitted a rate request for the 2006 season that would increase the RV rate 17% to \$38.00 per night. This request is not supported by comparability as identified above and no increase is recommended.*

# **LODGING OPERATIONS**

## LODGING COMPARIBILITY MATRIX

### Steele Park Resort

	Competition	Seasonality	Similar Area	Similar Clientele	Occupancy Rate	Facility Characteristics *	Similar Size **	Comparability TOTAL	Comparability RANKING
L. B. Concessionaires	10	10	10	10	10	10	10	70	BASE
<i>Steele Park Resort 69%Occ5/30 thruLabor Day</i>					69%		24Motel 16Cott 38Total		

Edgewater Resort (Clearlake) 9 cabs	10	7	7	7	7	4	3	45	
Meeks Bay Marina (Tahoe) 10 mot – 9 cabs	10	4	4	8	7	8	5	46	
Funtime RV Park (Clearlake) 6 cabs	10	7	7	7	8	4	2	45	
Manchester Beach KOA (Coast) 27 cabs	9	6	5	6	8	2	7	43	
Petaluma KOA 33 cabs	10	6	4	5	7	2	8	42	
Placerville KOA 8 cabs	10	7	4	5	7	2	3	38	
Sacramento KOA	10	6	3	4	7	2	3	34	
Stockton KOA	10	6	3	4	7	2	3	34	
Willits KOA	9	6	5	5	7	2	4	37	
Yosemite KOA (Midpines)	9	6	6	6	6	2	3	38	
Snug Harbor (Delta) 16 cabs	8	6	5	8	7	3	5	42	
Carneros Inn (Napa)	10	7	7	3	6	3	8	44	
B&W Resort Marina (Delta)	9	6	5	7	6	5	5	43	
Collins Lake 2cabs + 4 trailers	8	8	7	7	7	2	2	41	

Pine Acres (Blue Lake) 11 cottages	9	7	7	7	6	4	3	43	
Lodge at Blue Lake 35 rooms +/-	9	7	7	5	6	5	9	48	4 #1
El Grande Clearlake 80-100 rooms	10	7	7	4	6	5	4	43	
Gold Country Inn (Angels Camp) 40 rooms	10	7	6	3	7	5	10	48	4 #2
The Gold Lodge (Sonora) 42 rooms	10	7	6	3	7	5	9	48	4 #3
Lake Escape Resort (Clearlake) 18 cottages	10	7	7	7	7	5	5	48	4 #4
Northern Queen Inn (Nevada City) 70mot rm 8cabs + 8chalets (W/k)	10	7	6	3	7	9	4	46	
Travelodge (Clearlake) +/- 40rms	10	7	7	4	7	5	10	50	3 #5
Skylark Shores (Clearlake) 40rms + 5cot	10	7	7	7	6	7	9	53	1 #6
Indian Beach Resort (Clearlake) 9 cottages	10	7	7	8	6	4	3	48	4 #7
Antlers Resort & Marina (Shasta) 11 cabs	9	8	8	8	6	4	3	46	
Bridge Bay Resort (Shasta) +/- 50-60 rms	9	8	8	7	6	4	6	41	
Silverthorn Resort (Shasta) 8 cabins	9	8	8	8	6	4	3	46	
Angels Camp RV 5 cabs	10	7	6	6	7	2	2	42	
Camanche Reservoir 18 cott/rms w/K + 4mot	9	8	9	7	7	5	6	51	2 #8

**Notes on the Preceding Chart** – The preceding chart evaluates the similarity of potential comparables visited to the concessionaires lodging operations. Those properties that are shaded have been selected as ‘Actual Comparables’ and are further evaluated in the following pages. The column on the farthest right contains two numbers. The first shaded number indicates the ranking level of comparability as compared to the concessionaire. The second number (un-shaded) simply denotes in chronological order how many properties there are that were selected.

There are a few abbreviations used in the above chart and they and their meanings are as follows:

w/k = With kitchen  
mot = Motel  
cabs = Cabins  
rms = Rooms  
cot = Cottage

## LODGING - EXTRA QUALITY FEATURES

### Steele Park Resort

Features (check if present)	STEELE PARK RESORT		CAMANCHE RESERVOIR	LODGE AT BLUE LAKE	GOLD COUNTRY INN	GOLD LODGE	LAKE ESCAPE RESORT	SKYLARK SHORES	TRAVELODGE (Clearlake)	INDICAN BEACH RESORT	
Rooms	38		22	35	40	42	18	45	40	9	
Individual temperature cont.	Y		Y	Y	Y	Y	Y	Y	Y	Y	
Suites											
Compliance with ADA req.	L		L	L++	Y	N	Y	Y	Y	N	
Kitchenettes	Y		Y	Y	N	N	L	Y	N	Y	
Television	Y		Y	Y	Y	Y	Y	Y	Y	Y	
Free cable	Y-Sat		Y	Y	Y	Y	Y	Y	Y	Y	
Pay per view movies											
Telephone	N		N	Y	Y	Y	Y	Y	Y	N	
Free local calls				Y	Y	Y	Y	Y	Y		
Vending											
In-room	N		N	N	N	N	N	N	N	N	
Common area	Y		Y	Y	Y	Y	Y	Y	Y	Y	
Swimming pool	Y		Lake	Y	N	Y	Y	Y	Y	Lake	
Indoor											
Outdoor Heated				Y		Y	Y	Y	Y+tub		
Outdoor unheated	Y										
Pool deck and/or patio area	Y		Deck	Y		Y	Y	Y	Y	Y	
Retail facilities	Y		L	L	N	N	N	N	N	Y	
Restaurant/bar facilities	Y		L	Y	N	N	N	N	N	N	
Cafeteria	N		N	N	N	N	N	N	N	N	
Full-service Dining Room	L		N	Y	N	N	N	N	N	N	
Bar	L		N	Y	N	N	N	N	N	N	
Fireplace in common area	N		N	N	N	N	N	N	N	N	
Designated bus/camper parking	N		N	N	N	N	N	N	N	N	
Children's play area	N		C.G.	N	N	N	N	Y	N	N	
Recreation/weight room	N		N	N	N	Y	N	N	N	N	
Marina	Y		Y	N	N	N	Private guest use	Private guest use	N	Private guest use	
Beach	N		Y	Y	N	N	N	N	N	Y	
Tennis courts	N		N	N	N	N	N	N	N	N	

Features (check if present)	STEELE PARK RESORT		CAMANICHE RESERVOIR	LODGE AT BLUE LAKE	GOLD COUNTRY INN	GOLD LODGE	LAKE ESCAPE RESORT	SKYLARK SHORES	TRAVEL LODGE (Clearlake)	INDICAN BEACH RESORT	
Golf privileges	N		N	N	N	N	N	N	N	N	
Wall-to-wall carpet in rooms	Y		Some	Y	Y	Y-old	Y	Y	Y	Y	
Grade-A furniture	Y		Y	Y-A+	Y	B	Y+	Y	Y	B	
Bedside lighting controls	Y		Y	Y	Y	Y	Y	Y	Y	Y	
<b>Service Related</b>											
Baggage (bell hop)	N		N	N	N	N	N	N	N	N	
Valet parking	N		N	N	N	N	N	N	N	N	
Room service	N		N	N	N	N	N	N	N	N	
Entertainment	N		N	N	N	N	N	N	N	N	
Medical assistance/RN on duty	N		N	N	N	N	N	N	N	N	
Audiovisual movies	N		N	N	N	N	N	N	N	N	
Make other reservations	N		N	N	N	N	N	N	Y	N	
Rental cars available	N		N	N	N	N	N	N	N	N	
Major credit cards accepted	Y		Y	Y	Y	Y	Y	Y	Y	Y	
Registration office open 24 hours	N		N	N	N	N	N	N	N	N	
800 number available	Y		Y	N	N	Y	Y	Y	Y	N	

The above chart is a side by side comparison of the concessionaire to those properties selected as ‘Actual Comparables’ in regard to various levels of facilities, services and amenities. This chart helps measure the apparent value among different properties.

There are a few abbreviations used in the above chart and they and their meanings are as follows:

- Y = Yes
- N = No
- L = Limited
- B = Lower Quality than ‘A’
- CG = Campground
- Cabs = Cabins
- Micro = Microwave Oven
- = Somewhat less or worse
- + = Somewhat more or better
- Lake = Convenient designated swimming area in the lake
- Guest Use Dock = Not an actual public marina but provides same services to guests
- Grade A Furniture = Based upon the type of room, i.e. standard hotel, rustic cabin, etc.

'Grade A' signifies what would be considered very nice for that style. If Grade B is noted then it signifies a lesser quality.

### **Discussion on Lodging Comparables and How Data is Compared**

The following section lists the facilities and rates of the eight properties judged to be 'Actual Comparables' for approving Lodging rates for Steele Park Resort. These properties are listed in the order of their apparent level and quantity of amenities offered as observed during the collection of information. The order was not determined based upon any evaluation of a property's rates, i.e., the property listed first does not necessarily also display the highest prices. However, every thing being equal it is reasonable to assume that the properties higher on the list will have higher rates than those at the end of the list because they have more and/or nicer amenities.

Most comparable properties have and display rates for more than one type of lodging unit or facility. Again this list represents to the compiler of this 'Comparability Study' the ranking of these eight properties based upon actual visitation and evaluation of the collected data. This listing takes into consideration general factors such as overall site appearance including the presence and appearance of landscaping and other support facilities, ease of use and access, apparent maintenance condition of facilities, appearance and conduct of employees, environmental sensitivity and awareness, and of course the type and quality of the various facilities.

Steele Park Resort is also displayed at the point in the list where it seems to naturally fit in regard to the level of amenities and condition of facilities as compared to the eight actual comparables. This information along with some additional comparison of the 'Extra Quality Features', and other rate impacting data provided by the concessionaire (if Reclamation agrees), provides Reclamation the logical reasoning and support data for making a decision on rate approval for Lodging services and facilities at Steele Park Resort.

It may also be helpful for the reviewer of this section to review the 'Extra Quality Features' (lodging) compilation for each of the properties and for Steele Park Resort and also to review the photographic record provided in the hard copy of this report and the expanded photo section on the available CD.

**Steele Park Resort – Lodging Operations** – The list below indicates, based upon review and assessment of the comparability data, where Steele Park Resort fits into the mix of ‘Actual Comparables’ for Lodging operations. This list is in the approximate order of the combination of overall amenities provided and general operational condition observed among the comparables determined to be most similar to the concessionaire. This list of ‘Actual Comparables’ is not oriented in regards to price but in the level of apparent desirability, i.e., the property listed first is the most desirable and the one listed last is the least desirable within this group. Note that following the name of each property there is a number, i.e., (4<sup>th</sup>) following Lake Escape Resort. This number corresponds to the ranking on the ‘Comparability Matrix’ a few pages back so the lower the number the more similarity to Steele Park Resort.

**Lodging Comparability Approx. Amenity Level (Hi to Lo) and Base Rates**

<b>PROPERTY</b>	<b>RATES</b>
<p><b>1. Lake Escape Resort (4<sup>th</sup>)</b></p> <p>This resort has 18 separate cottages of varying levels of size and amenities. They feature 8 different rates for ‘Weekdays’ and a corresponding 8 rates for ‘Weekends’. At a minimum all the rooms include a refrigerator, microwave, and coffee maker. Five of the rooms have full kitchens and all but the least expensive room (\$109week &amp; \$139wkend - there are five of these) accommodate 4 guests for the basic price. Rooms also include cable TV and all required bed/bath linens. The cottages include a higher level of amenities than the lodging facilities at Steele Park Resort.</p>	<p><b>\$139 weekend &amp; 109 weekday for 2</b>  <b>\$199/249 Lowest price Kitchenette for 4</b>  <b>\$189 to 279 K’ette for 4 depend on d/o/w</b></p>
<p><b>2. Lodge at Blue Lake (4<sup>th</sup>)</b></p> <p>The Lodge at Blue Lake is under new management and is in the process of renovation. All the rooms are completed and work has begun on the landscaping and external facilities. Regular motel rooms are extremely well appointed with very hi quality furniture upgrades and are either \$85 (parking lot side) or \$99 (lakeside). There are also a Jacuzzi Suite and a Kitchenette Suite for \$125 each. Each room has satellite TV. Once the upgrades to the grounds and exterior facilities are complete that the rates may rise slightly. In all respects these rooms and the associated amenities are better than the motel facilities at Steele Park Resort.</p>	<p><b>\$85 mountainside &amp; \$99 lakeside (2)</b>  <b>\$125 K’ette suite (2)</b>  <b>\$5 additional person</b></p>
<p><b>3. Skylark Shores (1<sup>st</sup>)</b></p> <p>This property has 40 motel rooms and 5 cottages. Regular motel rooms range from \$91 to \$106 double occupancy, depending on whether they are adjacent to the lake or not. Suites, some with kitchens, range from \$101 to \$139 depending upon accommodations. All rooms have cable TV, telephones, and air conditioning. The rooms are very nice and spacious and the grounds and immediate landscaping are extremely attractive.</p>	<p><b>\$91 – 106 Various stnd. Rooms for 2</b>  <b>\$121 Std. Rooms on lake front for 2</b>  <b>\$121 – 141 Var. Hskeep Cottages for 4</b>  <b>\$101 – 139 Var. Suites for 2</b>  <b>\$8 – 10 extra person</b></p>
<p><b>4. Camanche Reservoir (2<sup>nd</sup>)</b></p>	<p><b>\$64 Motel Room twin beds for 2</b></p>

**\$83 King Motel Room for 2**  
**\$126 Housekeeping cottage for 4**  
**\$263 Lg. Housekeep cottage for 10**

This resort has 18 cottages and 4 motel rooms. The motel rooms with twin beds are \$64 and those with Kings are \$83 and both rates are based upon double occupancy. The housekeeping cottages at \$126 are for 4 people and include kitchens and cable TV. They are all very nice with lake views, very attractive landscaping, and convenient porches for relaxing and enjoying the view. These are nice spacious facilities.

**\*\*Steele Park Resort**

**\$116 Standard motel room for 2**  
**\$169 Garden cottage kitchenette for 2 (2 night min.)**  
**\$240 Lakeshore cott. kitchenette for 4 (2 night min.)**  
**\$10 extra adult**  
**\$5 extra person under 18**

The motel and cottage rooms at Steele Park are the nicest available at Lake Berryessa. The motel rooms are moderately large with a standard level of amenities and furniture package. Cottages are also of a standard level of amenities for that type of facility. Neither have any associated amenities that could be considered of exceptional quality. They are well maintained and provide good access to the lake and other amenities associated with the resort.

- 5. Indian Beach Resort (4<sup>th</sup>)**    **\$63 – 78 Var. housekeeping cottages for 2**  
**\$85 - 125 Var. hskeep cottages for 3-6 people**  
**\$12 extra person**

This is an older resort on the shores of Clearlake with 10 housekeeping cabins for rent. Design and furnishings are dated but quaint in a positive way and in fairly good condition. The lower rates, i.e., \$63 & \$78 for smaller units are for double occupancy. Middle size units rent for \$91 - \$110 for 4 persons, \$103-\$122 for 5 persons. Larger units rent for \$115 - \$161 for 6 to 9 people. These are nice cabins and slightly less desirous than facilities at Steele Park Resort.

- 6. Travelodge (3<sup>rd</sup>)**    **\$85 Std. Rm. For 2 on weekday**  
**\$120 Std. Rm. For 2 on weekend**  
**\$10 extra person all days**

The Travelodge in Clearlake is a fairly standard 'in town' 2 story motel. It is very clean and well maintained and does include a nice swimming pool, hot tub and relaxing pool area.

- 7. Gold Country Inn (4<sup>th</sup>)**    **\$71 –76 Std. Rm. For 2**  
**\$4 – 6 extra person**

The Gold Country Inn is a fairly standard 'in town' 2 story motel located in Angels Camp. It is very clean and well maintained without any added non room amenities of any merit. It is Two Diamond rated by AAA.

- 8. Gold Lodge (4<sup>th</sup>)**    **\$59 - 79 Midweek (depend on rm. Size) for 2**  
**\$69 – 89 Weekend for 2**  
**\$9 extra person**

The Gold Lodge is not as nice as the motel at Steele Park. The rates are initially based upon single occupancy. One person midweek is \$49 and two are \$58 for the least expensive room. Weekend for the same room is \$59 and \$68. Rooms with a Kitchenette are \$79 and \$89 for one and two people respectively. The Gold Lodge is 'One Diamond' rated by AAA, the lowest rating given.

## ***Steele Park Resort***

This analysis is based upon the on site visitation, collection, and review of all the collected information from the eight properties selected as actual comparables for Steele Park Resort's motel and cottage lodging operation. Four of the eight actual comparables provide facilities, services, and amenities that deliver an overall better value in side by side comparisons with the concessionaire. See the photos on the following pages for examples of lodging facilities at Steele Park Resort and two of the comparables. These photos are just intended to provide a quick look and are not be as thoroughly representative of a full comparison as looking at all the photos available on the CD data files.

Steele Park Resort external view of motel.



Skylark Shores (Lodging Comparable) external view of motel



Steele Park Resort Cottage



Lake Escape Resort (comparable) on Clearlake - Cottage



**Analysts 2006 Rate Recommendations to Reclamation for Steele Park Resort Lodging Operations based upon data collected and conditions observed during compilation of 'Comparability Analysis'**

The motel and cottage rooms at Steele Park Resort provide a range of amenities and accommodations. In comparison to the upper range of actual comparables from the preceding list (Lake Escape Resort, Lodge at Blue Lake, Skylark Shores) the Steele Park facilities provide fewer amenities and in a side-by-side comparison if considered at equal rates would be less desirable. Facilities at Steele Park seem most comparable to those at Comanche Reservoir (#4 on the list) and somewhat better, either due to room size or associated amenities, than numbers 5-8 on the preceding list.

*The recommended rates for the motel rooms at Steele Park Resort based upon comparability of the properties visited is \$85-90 based upon double occupancy. The recommendation on the cottages is \$150-160 (dbl. occup). These recommendations suggest a rate lower than the current rate based upon comparability. The recommendation for the Lakeshore Cottages is \$230-240 for 4. This pricing takes into consideration a very small combined increase in rates for the comparables. Some of the comparables indicated they might have a very small rate increase and some of them indicated no planned increase.*

*On September 8, 2005 Steele Park submitted a request for 2006 rates that would result in the following increases:*

*Standard Motel Room from \$116 to \$124 (+7%)*

*Kitchenette Motel Room from \$146 to \$155 (+6%)*

*Standard Cottages from \$169 to \$176 (+4%)*

*As outlined above the existing rates for these rooms are currently in excess of those supported by comparability. The requested rates or any increases for these rooms are not recommended.*

# **MARINA OPERATIONS**

## MARINA - COMPARIBILITY MATRIX

### Steele Park Resort

	Competition	Seasonality	Similar Area	Similar Clientele	Similarity of Operations	Construction Characteristics	Comparability TOTAL	Comparability RANKING
<b>Steele Park Resort</b> 182 slips w/132 covered 80% enclosed foam 10-12 yrs old 24 feet long 100% Occupancy	10	10	10	10	10 size repair util. sec/prot. Dry storage Transient use Boat rental	10	60	BASE  Left No.
<b>Edgewater Resort (Clearlake)</b>	10	7	7	6	2	3	35	
<b>Lakeside Marina (Tahoe)</b>	10	4	4	8	7	3	36	
<b>Meeks Bay Marina (Tahoe)</b>	10	4	4	7	4	3	32	
<b>Obexters Marina (Tahoe)</b>	10	4	4	7	5	3	33	
<b>Funtime RV Park (Clearlake)</b>	10	7	7	6	4	3	37	
<b>Snug Harbor (Delta)</b>	10	6	3	8	6	3	36	
<b>B&amp;W Resort Marina (Delta)</b>	10	6	3	8	6	3	36	
<b>Collins Lake</b>	7	8	7	7	6	8	43	
<b>Holiday Harbor (Clearlake)</b>	10	7	7	8	7	3	42	
<b>Long Ravine CG (Rollins Lake)</b>	10	7	7	7	7	8	46	4 #1

Orchard Spring Resort (Rollins Lake)	10	7	7	7	6	8	45	
Scotts Flat Lake	7	7	7	6	5	5	35	
Tower Park Marina (Delta)	10	6	3	8	8	3	38	
Greenhorn CG (Rollins Lake)	10	7	7	7	7	8	46	4 #2
Lake Francis	7	7	7	5	4	3	37	
Delta Bay RV Resort (Delta)	10	6	3	7	7	3	36	
Willow Berm Marina (Delta)	10	6	3	6	5	3	33	
Emerald Cove (Bullards Bar Res.)	7	7	7	7	8	8	44	
Bidwell Canyon Marina (Lake Oroville)	9	8	8	9	9	8	51	1 #3
Camanche Reservoir	8	8	9	8	7	8	48	3 #4
Antlers Resort & Mar. (Shasta)	10	8	8	9	8	8	51	1 #5
Bridge Bay Resort (Shasta)	10	8	8	8	8	8	50	2 #6
Shasta Lake Marina	10	8	8	9	8	8	51	1 #7
Silverthorn Resort (Shasta)	10	8	8	8	8	8	50	2 #8
Tahoe Keys Marina	10	4	4	8	7	3	36	

**Notes on the Preceding Chart** – The preceding chart evaluates the similarity of potential comparables visited to the concessionaire’s marina operations. Those properties that are shaded have been selected as ‘Actual Comparables’ and are further evaluated in the following pages. The column on the farthest right contains two numbers. The first shaded number indicates the ranking level of comparability as compared to the concessionaire. The second number (un-shaded) simply denotes in chronological order how many properties there are that were selected.

## Marina - Extra Quality Features STEELE PARK RESORT

Features (check if present)	Steele Park Resort		BIDWELL CANYON	ANTLERS RESORT	SHASTA LAKE MARINA	BRIDGE BAY	SILVERTHORN RESORT	CAMANCHE RESERVOIR			
Hotel/motel (Lodging)	Y		N	Y	N	Y	Y	Y			
Restaurant and/or bar	N		Y	N	Y	Y	Y	Y			
Groceries	L		L	Y	Y	Y	L	Y			
Adequate water depth for draft of boats	Y		Y	Y	Y	Y	Y	Y			
Secure boat tie up system	Y		Y	Y	Y	Y	Y	Y			
Fuel dock and other fuels, i.e., propane	Y		Y	Y	Y	Y	Y	Y			
Fire protection water and equipment	Y		Y	Y	Y	Y	Y	Y			
Dock utilities (H2O, elec, TV, phone)	Lelec		N	N	N	Y	N	N			
Avail. and conven. of parking lot	L		Y	Y	Y	Y	Y	Y			
Dock boxes and carts	N		Y	Y	Y	Y	Y	N			
Dinghy racks and boat storage	N		N	N	N	N	N	Y			
Restroom, showers, and laundry	Shore		RES T	RES T	RES T	RES T	RES T	shor e			
Ice and other vending machines	N		Y	Y	Y	Y	Y	Y			
Fish cleaning station	N		N	N	N	N	N	N			
Parts and accessories store	N		Y	Y	Y	Y	Y	L			
Landscaping	L		N	N	L	L	N	L			
Picnic, swim pool, tennis areas	N		N	N	N	N	N	N			
Recreation or lounge area	N		LNG E	shor e	shor e	Shor e	Shor e	Shor e			
Posted marina rules	N		Y	Y	Y	Y	Y	Y			
Boat haul-out facilities	Y		Y	Y	Y	Y	Y	Y			
Repair/maintenance (mechanical, hull, rigging, etc.)	N		L	L	L	L	L	N			
Transient berths/moorings	Y		N	Y	Y	Y	Y	Y			
Dry storage	Y		N	N	N	N	N	Y			
Trailer parking	Y		Y	Y	Y	Y	Y	Y			
Compliance with ADA Requirements	N		N	N	N	N	N	L			
Sewage pumpout station	N		Y	Y	Y	Y	Y	Y			
Marine VHF monitoring	N		N	N	N	N	N	N			
Dock hands to assist in docking	N		N	N	N	N	N	N			

Features (check if present)	Steele Park Resort		BIDWELL CANYON	ANTLERS RESORT	SHASTA LAKE MARINA	BRIDGE BAY	SILVERTHORN RESORT	CAMANCHE RESERVOIR			
Weather information	N		N	N	N	N	N	N			
Book/VCR library	N		N	N	N	N	N	N			
Charter boat operation	N		N	N	N	N	N	N			
Camping	RV		N	Y	Y	N	N	Y			
Swimming	N		N	N	N	N	N	N			
Water skiing	Y		Y	Y	Y	Y	Y	Y			
Fishing	Y		Y	Y	Y	Y	Y	Y			
Beach rentals and/or water toys	N		Y	Y	Y	N	Y	N			
Boat rentals	Y		Y	Y	Y	Y	Y	Y			
Fishing equipment	Y		Y	Y	Y	Y	Y	Y			

The above chart is a side by side comparison of the concessionaire to those properties selected as ‘Actual Comparables’ in regard to various levels of facilities, services and amenities. This chart helps measure the apparent value among different properties.

There are a few abbreviations used in the above chart and they and their meanings are as follows:

- Y = Yes
- N = No
- L = Limited

Restrooms/Shower/Laundry = In this section the notes refer to where the service is located or what the extent of the service is, i.e., ‘REST’ means a restroom on the dock and ‘shore’ means the services are provided on shore but not on the dock.

Shore – This comments identifies that the subject facilities are located on shore but not on the floating facilities.

## **Discussion on Marina Comparables and How Data is Compared**

The following several pages lists the services, facilities and rates of the six properties judged to be 'Actual Comparables' for approving Marina rates for Steele Park Resort. These properties are listed in the order of their apparent level and quantity of amenities offered. The order is not intended to reflect the corresponding level of their rates, i.e., the property listed first does not necessarily also display the highest prices. However, every thing being equal it is reasonable to assume that the properties higher on the list will have higher rates than those at the end of the list. Each property has numerous different rates for a wide variety of rental craft and for other services and facilities. The list represents to the compiler of this 'Comparability Study' the ranking of these six properties based upon actual observation during site visits and evaluation of the collected data. This listing takes into consideration general factors such as overall site appearance including the appearance of land based facilities support facilities, ease of use and access, apparent maintenance condition of facilities, appearance and conduct of employees, environmental sensitivity and awareness, and of course the type and quality of the various facilities.

At the end of the comparables data the same data is also presented for Steele Park Resort and a conclusion is reached as to where among these 'Actual Comparables' the similar products at Steele Park Resort would fit in relation to a similar assessment of their level of marina amenities and general factors as compared to the properties on the list. This information along with some additional comparison of the 'Extra Quality Features', and other rate impacting data provided by the concessionaire (if Reclamation agrees), provides Reclamation the logical reasoning and support data for making a decision on rate approval for Marina services and facilities at Steele Park Resort.

It may also be helpful for the reviewer of this section to review the 'Extra Quality Features' compilation for each of the properties and for Steele Park Resort and also to review the photographic record provided in the expanded photo section on the available CD.

**Marina Comparability Approx. Amenity Level (Hi to Lo) and Base Rates**

**1. Shasta Lake Marina**

**2005 Houseboat Rental Information – Shasta Lake Marina**

			2- night	3- night	4- night	5- night	6- night	Weekly
<b>Diplomat</b> Sleeps 6 (37' x 14')		Off Season	\$425	\$585	\$655	\$815	\$980	\$1140
		Value Week	\$895	\$1040	N/A	N/A	N/A	\$1460
		Summer	\$1055	\$1160	N/A	N/A	N/A	\$1730
<b>Monarch</b> Sleeps 10 (47' x 14')		Off Season	\$480	\$675	\$745	\$930	\$1115	\$1300
		Value Week	\$945	\$1055	N/A	N/A	N/A	\$1575
		Summer	\$1085	\$1180	N/A	N/A	N/A	\$1825
<b>Premiere</b> Sleeps 10 (50' x 14')		Off Season	\$505	\$740	\$840	\$1050	\$1260	\$1470
		Value Week	\$1065	\$1235	N/A	N/A	N/A	\$1830
		Summer	\$1265	\$1435	N/A	N/A	N/A	\$2155
<b>Ambassador</b> Sleeps 8 (53' x 15')		Off Season	\$560	\$800	\$890	\$1110	\$1335	\$1555
		Value Week	\$1245	\$1405	N/A	N/A	N/A	\$1935
		Summer	\$1445	\$1570	N/A	N/A	N/A	\$2385
<b>Marquis</b> Sleeps 12 (53' x 15')		Off Season	\$630	\$880	\$990	\$1235	\$1485	\$1730
		Value Week	\$1325	\$1605	N/A	N/A	N/A	\$2290
		Summer	\$1570	\$1690	N/A	N/A	N/A	\$2890
<b>Empress</b> Sleeps 16 (56' x 15')		Off Season	N/A	\$1275	\$1505	\$1880	\$2255	\$2630
		Value Week	\$2275	\$2440	N/A	N/A	N/A	\$3660
		Summer	\$2390	\$2545	N/A	N/A	N/A	\$4565

## Small Rental Boats 2005 Rates – Shasta Lake Marina

		hour	day	Deposit
	Boat Only	\$6	\$29	\$145
<b>Fishing Boats</b>	10 HP	\$12	\$52	\$260
	25 HP	\$17	\$75	\$375
	Party Barge Patio Boat	\$35	\$150	\$750
<b>Patio Boats</b>	47' Party Cruiser	\$85	\$315	\$1,575
	Sea Doo 3 Person	\$85	\$275	\$1,375
<b>Personal Water Craft</b>	Ski Nautique	\$85	\$310	\$1,550
<b>Ski Boats</b>	Crownline	\$75	\$275	\$1,375
	Inner Tube (small)		\$20	\$80
<b>Towables</b>	Inner Tube (large)		\$30	\$120
	Kneeboard		\$25	\$90
	Wakeboard		\$30	\$150
	Hydrosled	\$20	\$50	\$200
	AirChair	\$20	\$75	\$250
	Water Skis (pair)		\$20	\$95
	Demo Skis (pair)		\$25	\$100

## 2005 Moorage Rates – Shasta Lake Marina

### Covered Moorage

8X20	per month \$160	yearly \$1430
9X20	per month \$170	yearly \$1540
10X20	per month \$180	yearly \$1650

### Covered Day Cruisers

12X24	per month \$245	yearly \$2255
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### Covered Cabin Cruisers

15X34	per month \$305	yearly \$3025
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### Patio Boat Slips

12 ft wide	per month \$175	yearly \$1485
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### Houseboat Slip

15 ft wide	per month \$240	yearly \$2266
20 ft wide	per month \$300	yearly \$2915

## 2005 Other Marina Rates

Sewage Pumpout	\$60 on craft not rented or stationed at the marina
Launch	\$No Launch unless you are member at the marina
Dry Storage	\$No Dry Storage

## 2. Silverthorn Resort

### 2005 Houseboat Rental Rates – Silverthorn Resort

Silverthorn Queen I Houseboat				
	3 Nights	4 Nights	7 Nights	Addt Nights
October 1 thru May 26	\$1990	\$2590	\$3790	\$650
May 27 thru June 23	\$2690	\$3490	\$5890	\$850
June 24 thru August 25	Week Only		\$6990	N/A
August 26 thru September 30	\$2690	\$3490	\$5890	\$850

Silverthorn Queen II Houseboat				
October 1 thru May 26	\$1690	\$2290	\$3290	\$500
May 27 thru June 23	\$2490	\$3190	\$4990	\$800
June 24 thru August 25	Week Only		\$6190	N/A
August 26 thru September 30	\$2490	\$3190	\$4990	\$800

Presidential Houseboat				
October 1 thru May 26	\$990	\$1290	\$1890	\$300
May 27 thru June 23	\$1690	\$2190	\$3390	\$500
PRE SEASON SPECIAL Boarding Dates: June 24, 25, 26, 27	Week Only		<b>NOW \$3290</b>	N/A
June 28 thru August 25	Week Only		<b>NOW \$3590</b>	N/A
August 26 thru September 30	\$1690	\$2190	\$3390	\$500

Executive Houseboat				
October 1 thru May 26	\$790	\$890	\$1190	\$200
May 27 thru June 23	\$1190	\$1490	\$2190	\$350
PRE SEASON SPECIAL Boarding Dates: June 24, 25, 26, 27	Week Only		<b>NOW \$2090</b>	N/A
June 28 thru August 25	Week Only		<b>NOW \$2390</b>	N/A
August 26 thru September 30	\$1190	\$1490	\$2190	\$350

**2005 Small Boats and Personal Watercraft Rates – Silverthorn Resort**

<b>SMALL BOATS</b>			
	4 Hours	8 Hours	Weekly
Malibu Comp. Ski Boat	\$250	\$285	\$1700
Patio Boat	\$100	\$160	\$750
Fishing Boat	\$35	\$50	\$250

Sea Doo Rentals

Hour - \$65

Day - \$285

Week - \$1450

**2005 Moorage Rates – Silverthorn Resort**

Slip Rental

Houseboats Per Month \$155 or 1 month free on a pre paid year (\$1750).

Ski Boats \$110 per month or \$480 per each 6 months if pre paid

**2005 Other Marina Rates**

Sewage Pumpout                      \$60-65 for houseboats

Launch                                      \$FREE

Dry Storage                                \$None

### 3. Antlers Resort

#### 2005 Houseboat Rental Rates – Antlers Resort

<b>Genesis (with Hot Tub and fireplace) (Sleeps 14)</b>				
	<b>Summer</b>	<b>Spring</b>	<b>Fall</b>	<b>Value</b>
Weekly	\$6795	\$5096	\$5334	\$3907
4 days	\$4077	\$3058	\$3200	\$2405
3 days	\$3567	\$2676	\$2700	\$2069
<b>Super Cruiser (with Hot Tub and fireplace) (sleeps 16)</b>				
Weekly	\$5595	\$3917	\$4056	\$3049
4 days	N/a	\$2434	\$2451	\$1830
3 days	N/a	\$1958	\$2028	\$1525
<b>Ultimate Cruiser (with Hot Tub) (sleeps 15)</b>				
Weekly	\$5395	\$3777	\$3911	\$2940
4 days	\$3237	\$2347	\$2363	\$1764
3 days	\$2698	\$1888	\$1956	\$1470
<b>Ultimate Cruiser (sleeps 15)</b>				
Weekly	\$4995	\$3497	\$3621	\$2722
4 days	n/a	\$2173	\$2188	\$1633
3 days	n/a	\$1748	\$1811	\$1361
<b>Flybridge (Sleeps 14)</b>				
Weekly	\$3880	\$3104	\$3104	\$2018
4 days	\$2328	\$1979	\$1979	\$1211
3 days	\$1940	\$1552	\$1552	\$1086
<b>Deluxe Lakecruiser (Sleeps 12)</b>				
Weekly	\$3360	\$2402	\$2386	\$1848
4 days	\$2016	\$1462	\$1431	\$1109
3 days	\$1680	\$1218	\$1218	\$1008
<b>Executive Cruiser (sleeps 8-10)</b>				
Weekly	\$2950	\$2109	\$2095	\$1623
4 days	N/a	\$1283	\$1257	\$920
3 days	N/a	\$1055	\$1069	\$826

## 2005 Small Boats and Personal Watercraft Rental Rates – Antlers Resort

Competition Ski Boats	½ Day 4 hours	Daily 10 hours	Weekly 7 full days
Malibu Sportster LX w/tower (20ft, inboard, V8, 8 person)	n/a	\$395	\$1975
Malibu Sportster (20ft, inboard, V8, 6 person)	n/a	\$300	\$1500
Ski Boats			
Glastron (20ft I/O, V8, 10 person)	n/a	\$395	\$1975
Four Winns Horizon LS (19ft, I/O, V8, 9 person)	n/a	\$395	\$1975
Four Winns Horizon (19ft, I/O, V8, 8 person)	n/a	\$355	\$1775
Seaswirl - 180 (18ft, I/O, V6, 6 person)	\$193	\$275	\$1375
Sea Ray Cruiser (18ft, 4 cyl. & V6, 8 person, no bimini)	\$175(4cyl.) \$210 (V6)	\$250(4cyl.) \$300 (V6)	\$1250(4cyl.) \$1500 (V6)
Personal Water Craft			
Sea Doo GTX (155 hp)	n/a	\$325	n/a
Yamaha VX (110 hp)	n/a	\$295	n/a
Patio Boats			
<a href="#">Deluxe Party Cruiser (Restroom and Barbecue)</a>	n/a	\$425	\$2125
Party Cruiser LS (Restroom and Barbecue)	n/a	\$290	\$1450
Deluxe 12 Patio Boat (Restroom and Barbecue)	\$154	\$220	\$1100
Deluxe 10 Patio Boat (Restroom and Barbecue)	\$137	\$195	\$975
Standard Patio Boat	\$105	\$150	\$750
Fishing Boats			
Boat and Motor (14ft, 9.9hp outboard, 5 person, some w/bimini tops)	\$49	\$70	\$350
Canoes			
	\$25	\$40	\$175
Ski Packages			
Ski Package (\$100 deposit required)	\$25	\$25	\$125
Tubes (\$100 deposit required)	\$20	\$20	\$125
Wakeboards (\$300 deposit required)	\$35	\$35	\$175

**2005 Moorage Rates – Antlers Resort**

Slip Rental	\$200 per month with 3 month minimum
Overnight Slip	\$15.50 per night

**2005 Other Marina Rates – Antlers Resort**

Sewage Pumpout	Free for Marina boats \$40 for other
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In/Out Launch	\$40
In Only	\$25
Out Only	\$25

Dry Storage	None
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## 4. Bridge Bay

### 2005 Houseboat Rental Rates – Bridge Bay



**Grand Sierra**

Sleeps 13  
56' x 15'  
Cabin 12' x 35'  
Penthouse (8'x14'x5')  
Generator & Air Conditioner

Summer –

**3day/2night - \$2250**

**4day/3night - \$2550**

**7day/6night - \$3050**



**Summit**

Sleeps 10-12  
47' x 14'  
Cabin 11'6" x 30'  
Generator & Air Conditioner  
\*Dual outboard motors or single I/O

Summer –

**3day/2night – \$1350**

**4day/3night – \$1800**

**7day/6night - \$2200**

### 2005 Small Boat Rental Rates – Bridge Bay

	<u>2Hrs.</u>	<u>1/2 Day/4 Hrs.</u>	<u>1 Day</u>	<u>Week</u>
<b>Commander 150 Ski Boat w/ Tower, Closed Bow</b> 20' 150 hp outboard motor Maximum 6 persons	<b>\$110</b>	<b>\$160</b>	<b>\$260</b>	<b>\$1075</b>
<b>Same w/o tower</b>	<b>\$90</b>	<b>\$145</b>	<b>\$240</b>	<b>\$1050</b>
<b>Patio Boat</b> 152 Qt. Ice Chest, No BBQ, 24' 40hp outboard motor Maximum 10 persons	<b>\$60</b>	<b>\$90</b>	<b>\$160</b>	<b>\$740</b>
<b>Fishing Boat</b> 16' Aluminum V-Hull, 15 hp outboard motor Maximum 5 persons	<b>\$26</b>	<b>\$45</b>	<b>\$75</b>	<b>\$250</b>
<b>Sea-Doo GTI (\$285 Deposit)</b> 10' / 85hp Maximum 2 persons		<b>\$110</b>	<b>\$160</b>	<b>\$285</b> NA

**2005 Moorage Rates – Bridge Bay**

	<u>Monthly</u>	<u>Annual</u>
COVERED MOORAGE		
9 x 22	\$155	No Annual Price Break
10 x 22	\$165	
10 x 26	\$180	
10 x 28	\$190	
11 x 28	\$195	
12 x 28	\$200	

HOUSEBOAT SLIPS

Bow Tie	\$5.25 per foot
Slips with power	\$7.00 per foot
End Tie Slips	\$6.00 per foot
Minimum Moorage	\$200 per month

All include unlimited pumpouts

**2005 Other Marina Rates – Bridge Bay**

Launch	\$10
Overnight Slip	\$25
Houseboat Launch	\$100
Locker Rental	\$5 per day
Auto Entry Fee	\$5 per day
Annual Park & Launch	\$135
Sewage Pump Out	\$65 for private or non marina rented boats

## 5. Camanche Reservoir

### 2005 Rental Boat Rates – Camanche Reservoir

#### April thru September

Reservations Recommended.		3-5 hours	5+ hours	Deposit
	Motor Boat	\$46.00	\$60.00	\$60.00
	Pontoon Patio Boats (8 passenger)	\$110.00	\$160.00	\$160.00
	Pontoon Patio Boats (12 passenger)	\$125.00	\$185.00	\$190.00
	*Deluxe Motor Boats	\$68.00	\$90.00	\$90.00
	*Deluxe Motor Boats	\$45.00	\$58.00	\$90.00
<b>2005 - Boat Launch &amp; Marina Service Rates</b> Both north and south marinas provide 6 lane launch ramps				
	Daily	Weekly	Monthly	Calendar Year
Boat Launch	\$6.50			\$92.00
Senior Boat Launch				\$46.00
Dry Storage		\$22.00	\$48.00	\$400.00
Mooring Buoy Houseboat Moorage over 30'	\$7.50	\$45.00	\$130.00 \$180.00	\$825.00 \$1025.00
Open Slip	\$13.00	\$78.00	\$168.00	\$935.00
Covered Slip	\$12.00	\$72.00	\$210.00	\$975.00

<b>2005 - Day Uses, Annual Pass Rates and Fishing Fees</b>	
Day use entry fee per vehicle	\$8.00
Annual Pass per vehicle	\$106.00
Car passes for seniors and disabled	\$53.00
Boat entry launch fee	\$6.50
Annual Pass per boat	\$92.00
Boat passes for seniors and disabled	\$46.00



**BIDWELL MARINA  
2005 MOORING RATES**

<b>Open Moorings – Buoys    Annual Contract Rates    Dec. 1, 2004 – Dec. 1, 2005</b>					
Payment Schedule	Boats Under 45 feet	Boats Under 55 feet	Boats Under 60 feet	Boats Under 65 feet	Boats Under 68 feet
Month	\$172	\$178	\$186	\$210	\$228
Quarter	472	491	513	577	621
Semi-Annual	873	907	947	1066	1148
Annual	1540	1600	1670	1880	2025
<b>Continuous Walkway    Two Boats To A Section    Dec. 1, 2004 – Dec. 1, 2005</b>					
Payment Schedule	Boats Under 55'	Boats Under 60'	Boats Under 65'	Boats Over 65'	
Month	\$190	\$214	\$227	\$268	
Quarter	522	589	625	737	
Semi-Annual	964	1088	1154	1361	
Annual	1700	1920	2035	2400	
<b>Covered Slips    Annual Contract Rates    Dec. 1, 2004 – Dec. 1, 2005</b>					
Payment Schedule	1 <sup>st</sup> or 800 Row (10X24)	#63 to #83 12X30	500 Row 10'9"X24'	600 Row 12X24	700 Row 9X20
Month	\$186	\$194	\$194	\$201	\$171
Quarter	513	534	534	554	472
Semi-Annual	948	096	986	1024	871
Annual	1672	1739	1739	1805	1537

**BIDWELL MARINA  
2005 MOORING RATES**

<b>Open Slips Annual</b>		<b>Dry Boat Storage Garage &amp; Outside Storage</b>				
Payment Schedule	All Open Slips	Payment Schedule	Garage #3-10 10X30	Garage #11-80 (10X24)	Trlr Storage to 35 feet	Trlr. Storage over 35 feet
Month	\$160	Month	\$ 98	\$ 87	\$ 56	\$ 63
Quarter	440	Quarter	269	241	155	173
Semi - Annual	814	Semi - Annual	497	445	287	319
Annual	1435	Annual	877	784	506	563
<b>Temporary Contract Term Covered Slips Open Slip</b>						
1 night any day/night			\$ 28	\$ 20	Temporary rates are for renters who prefer to rent a slip or buoy for less than a full year	
1 week any 7 consecutive days			125	100		
1 month any 30 consecutive days			300	250		
7 months any 210 consecutive days			1200	1100		

Dry Storage None  
Launch Ramp None

**Steele Park Resort** - The list below indicates where Steele Park fits into the mix of 'Actual Comparables' for marina operations. This determination is based upon actual visits and review and assessment of the comparability data,. As identified earlier this list is in the approximate order of the combination of overall amenities provided and general operational condition observed.

Shasta Lake Marina  
Silverthorn Resort  
Antlers Resort  
Bridge Bay  
Camanche Reservoir  
Bidwell Canyon

**STEELE PARK RESORT**

The above list indicates that all six of the marina comparables when comparatively assessed alongside Steele Park have an overall higher rating in regards to the combination of available amenities and observed operational conditions. Steele Park may have been higher in regard to observed condition if the overall ease of access and egress to and on the docks were better. Access to the docks, at Steele Park, normally require the need to use fairly steep concrete steps before actually getting onto the dock. The walking surfaces on the Steele Park docks are especially a problem and show their age and disrepair with frequent awkward transitions and tripping hazards. One of the comparables (Antlers Resort) also has some steep steps before getting to the actual docks but does permit users with special needs or unloading gear to access below the steps on a service road or they will provide courtesy transport in their electric golf type cart. It is also apparent that those properties listed above Steele Park have invested in much more significant support infrastructure on the marinas themselves and, with the exception of Camanche Reservoir; they generally provide a wider range of marina based services and facilities.

## Current Steele Park Marina Rates

### Rental Slips (8X24)

Uncovered = \$1680 a yr

Covered = \$2040 a yr with electric

***These current rates are somewhat higher than any of the comparables by a few percentage points (5-10). No increase is recommended based upon comparability.***

### Other

Launch = \$16 for 5 people on boat (\$.50 for each extra person)

Dry storage = \$1320 annual

Boat Trlr. Only = \$180 a yr

***These 'Other' rates are OK based upon comparability.***

Day Use = \$15

***This 'Day Use' fee is not supported by comparability. Some comparables do not charge for this type of use, others do not have it available and for those that do charge the highest is \$10 at Edgewater Resort. The highest recommended charge based upon comparability is \$10.***

Garage = \$1920 for small (10X23=230 sq. ft.) & (9X24=216 sq. ft.)

\$2220 for large (11X24=264 sq. ft.)

\$2700 extra large (11X30=330 sq. ft.)

***These garage rates are OK based upon comparability.***

18, 21 & 24 foot Patio Boats (all the same price)

Patio Boat Rental = \$300 plus fuel for all day

***This current rental rate for a Patio Boat at Steele Park is high based on comparability of the preceding properties. This rental is recommended at \$180 per day for the 24' boat, \$150 for the 21' boat, and \$130 for the 18' boat.***

*On September 8, 2005 Steele Park submitted a request for 2006 rates that impact only two of the above current rates, as follows:*

*Boat Launch +Day Use current rate \$16 up to \$20 (+25%)*

*Day Use current rate of \$15 up to \$17 (+13%)*

*Based upon the preceding comparability the 'Boat Launch/Day Use' fee is recommended for approval and the requested increase for 'Day Use' is not recommended (see above note)*

## **How this Comparability Analysis was Conducted**

This analysis was conducted in compliance with Chapter 7 of Reclamation's 'Concessions Management Guidelines'. Chapter 7 focuses only on the establishing and approval of rates to be charged by Reclamation concessionaires throughout the agency. The direction provided by 'Chapter 7' is nearly a mirror image of the long-term practices and methods utilized by the National Park Service (NPS). The NPS has nearly 700 concessionaires throughout the country and has used this comparability approach for lodging, camping, and marinas (and others) for over 20 years.

The introduction of and requirement to use this specific process for determining comparable rates in Reclamation has occurred since the last rate approval action at Lake Berryessa. It was apparent from written and verbal comments of concessionaires at Lake Berryessa that they were uncomfortable and dissatisfied with previous efforts by Reclamation regarding the approval of their requested rates.

To assure that the new process was properly introduced to Lake Berryessa Reclamation contracted with Mr. Bruce Wadlington who had prior extensive experience with the NPS in actually conducting or overseeing numerous similar comparability studies for that agency. Mr. Wadlington not only had prior experience with the NPS in conducting such studies but he was the key person for that agency in actually developing the approach and implementing it nationwide. He was the primary instructor for the 'Rate Approval Process' for over 15 years in the NPS and during that time taught hundreds of others how to accomplish this type of work. The last 20 years of Mr. Wadlington's NPS career were as follows:

- 1980-1985 Concessions Management Specialist – Yellowstone N.P.
- 1986-1994 Chief of Concessions Management – Grand Canyon N.P.
- 1995-2000 Manager National Concessions Program Center – Denver

In 2000 Mr. Wadlington accepted an offer to assist the Bureau of Reclamation in efforts to upgrade the concessions management program in partial response to the Office of Inspector General's audit that highlighted the need for numerous improvements. He worked for two years out of the Mid Pacific Regional Office on many concession projects throughout Reclamation including Lake Berryessa. Since his retirement in 2002 he has remained involved with Reclamations national program and Lake Berryessa as a contractor providing concessions management expertise. One of the projects he has worked on was the development of the aforementioned 'Concessions Management Guidelines'. Mr. Wadlington's ability, past experience and expertise in concessions management and overall familiarity with Lake Berryessa definitely qualifies him to accomplish this project. This analysis will provide the foundation for concessionaire rate approval not only for 2006 and a guide for future year's efforts.