

# COUNTY COUNCIL OF BEAUFORT COUNTY

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WM. WESTON J. NEWTON  
CHAIRMAN

D. PAUL SOMMERVILLE  
VICE CHAIRMAN

## COUNCIL MEMBERS

STEVEN M. BAER  
RICK CAPORALE  
GERALD DAWSON  
BRIAN E. FLEWELLING  
HERBERT N. GLAZE  
WILLIAM L. McBRIDE  
STEWART H. RODMAN  
GERALD W. STEWART  
LAURA VON HARTEN

## Committee Members:

Stu Rodman, Chairman  
Rick Caporale, Vice Chairman  
Steven Baer  
Brian Flewelling  
William McBride  
Paul Sommerville  
Jerry Stewart

GARY KUBIC  
COUNTY ADMINISTRATOR

BRYAN J. HILL  
DEPUTY COUNTY ADMINISTRATOR

LADSON F. HOWELL  
COUNTY ATTORNEY

SUZANNE M. RAINEY  
CLERK TO COUNCIL

## AGENDA FINANCE COMMITTEE

Tuesday, January 17, 2012

1:30 p.m.

Conference Room, Building 2

Beaufort Industrial Village, 102 Industrial Village Road, Beaufort

## Staff Support

Bryan Hill, Deputy County Administrator  
David Starkey, Chief Financial Officer

1. CALL TO ORDER – 1:30 P.M.
2. CONSIDERATION OF REAPPOINTMENTS AND APPOINTMENTS
  - A. Tax Equalization Board ([backup](#))
3. AN ORDINANCE AUTHORIZING THE ISSUANCE AND SALE OF A NOT TO EXCEED \$6,000,000 GENERAL OBLIGATION BOND, SERIES 2012B, OR SUCH OTHER APPROPRIATE SERIES DESIGNATION, OF BEAUFORT COUNTY, SOUTH CAROLINA ([backup](#))
4. STORMWATER AGREED-UPON PROCEDURES CONTRACT
5. AN AUTHORIZATION TO ENGAGE IN A CONTRACT TO UTILIZE THE OKATIE REGIONAL PARK AS A PUBLIC-PRIVATE VENTURE. THIS WOULD IMPLEMENT THE PUBLIC-PRIVATE VENTURE POLICY ADOPTED BY COUNTY COUNCIL OF JANUARY 9, 2012 ([memo](#)) ([map](#)) ([contract language](#)) ([environmental statement](#)) ([business plan](#)) ([reference manual](#)) ([rating sheet](#))
6. TOWN OF PORT ROYAL TAX INCREMENT FINANCING (TIF) DISTRICT – 2:45 P.M. ([backup](#))
7. FUNDS TRANSFER POLICY ([backup](#))
8. HILTON HEAD ISLAND AIRPORT PASSENGER FACILITY CHARGE PROGRAM ([backup](#))
9. EXECUTIVE SESSION
  - A. Receipt of legal advice relating to pending and potential claims covered by the attorney-client privilege
10. ADJOURNMENT

Open Items:  
Airport Funding Initiatives  
Reserve and Hurricane Fund Policy

A quorum of Council may be in attendance at all Committee meetings.

Please silence your cell phone during the meeting.




## Rainey, Sue

---

**From:** Sanders, Ashley  
**Sent:** Friday, January 06, 2012 3:47 PM  
**To:** Rainey, Sue  
**Subject:** TEB Reappointments

Hi Sue,

I have finally gotten responses from 2/3 of the TEB members up for reappointment. Robert Cummins, Jr. and Merritt Patterson have both requested to be reappointed to the Tax Equalization Board. Martha Lynn Webb is in Florida. I just got Charlie's cell phone number (I don't have Martha Lynn's number), called it, and spoke to him about the reason for my call. He said Martha Lynn was out but that he would have her call me as soon as she returned. So, I'm still waiting on a return call from Martha Lynn. I will notify you as soon as I hear from her.



Ashley

## Rainey, Sue

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**From:** Sanders, Ashley  
**Sent:** Friday, January 13, 2012 8:59 AM  
**To:** Rainey, Sue  
**Subject:** FW: TEB reappointment

Good morning, Sue,

I am forwarding to you the email I received from Martha Lynn Webb regarding her re-appointment to the TEB.

Ashley

---

**From:** Martha Lynn Webb [hari@islc.net]  
**Sent:** Thursday, January 12, 2012 10:00 PM  
**To:** Sanders, Ashley  
**Subject:** Re: TEB reappointment

Ashley, I think it's time I step down.... I am willing to stay on until you have a replacement for me....  
Martha Lynn

----- Original Message -----

**From:** Sanders, Ashley  
**To:** 'Martha Lynn Webb'  
**Sent:** Wednesday, January 11, 2012 1:48 PM  
**Subject:** TEB reappointment

Hi Martha Lynn,

Your appointment to the TEB expires in February. Would you like to be reappointed to the board?

Thank you.

Ashley Sanders

ORDINANCE NO. 2012/\_\_\_\_

AN ORDINANCE AUTHORIZING THE ISSUANCE AND SALE OF A NOT TO EXCEED \$6,000,000 GENERAL OBLIGATION BOND, SERIES 2012B, OR SUCH OTHER APPROPRIATE SERIES DESIGNATION, OF BEAUFORT COUNTY, SOUTH CAROLINA; FIXING THE FORM AND DETAILS OF THE BOND; AUTHORIZING THE COUNTY ADMINISTRATOR TO PRESCRIBE CERTAIN MATTERS RELATING TO THE BOND; PROVIDING FOR THE PAYMENT OF THE BOND AND DISPOSITION OF THE PROCEEDS THEREOF; AND OTHER MATTERS RELATING THERETO.

BE IT ORDAINED BY THE COUNTY COUNCIL OF BEAUFORT COUNTY, SOUTH CAROLINA, AS FOLLOWS:

SECTION 1. Findings and Determinations. The County Council (the "Council") of Beaufort County, South Carolina (the "County"), hereby finds and determines:

(a) Pursuant to Section 4-9-10, Code of Laws of South Carolina 1976, as amended, and the results of a referendum held in accordance therewith, the Council-Administrator form of government was adopted and the County Council constitutes the governing body of the County.

(b) Article X, Section 14 of the Constitution of the State of South Carolina, 1895, as amended (the "Constitution"), provides that each incorporated municipality shall have the power to incur bonded indebtedness in such manner and upon such terms and conditions as the General Assembly shall prescribe by general law. Such debt may be incurred only for a public and corporate purpose in an amount not exceeding eight percent of the assessed value of all taxable property of such incorporated municipality.

(c) Pursuant to Title 4, Chapter 15 of the Code (the same being and hereinafter referred to as the "County Bond Act"), the governing bodies of the several counties of the State may each issue general obligation bonds to defray the cost of any authorized purpose and for any amount not exceeding its applicable constitutional limit.

(d) The County Bond Act provides that as a condition precedent to the issuance of bonds an election be held and the result be favorable thereto. Title 11, Chapter 27 of the Code of Laws of South Carolina 1976, as amended, provides that if an election be prescribed by the provisions of the County Bond Act, but not be required by the provisions of Article X of the Constitution, then in every such instance, no election need be held (notwithstanding the requirement therefor) and the remaining provisions of the County Bond Act shall constitute a full and complete authorization to issue bonds in accordance with such remaining provisions.

(e) The assessed value of all the taxable property in the County as of June 30, 2011, is \$1,823,808,541. Eight percent of the assessed value is \$145,904,683. As of the date hereof, the outstanding general obligation debt of the County subject to the limitation imposed by Article X, Section 14(7) of the Constitution is \$93,385,369. Thus, the County may incur \$52,519,314 of additional general obligation debt within its applicable debt limitation.



(f) It is now in the best interest of the County for the Council to provide for the issuance and sale of a not exceeding \$6,000,000 principal amount general obligation bond of the County, the proceeds of which will be used to construct and equip the St. Helena Island Branch Library to be located on property leased from the Penn Center in the vicinity of Penn Center Road, St. Helena Island, South Carolina.

(g) Pursuant to the terms and conditions of Letter of Conditions addressed to the County dated September 24, 2010, and a Loan Resolution adopted by the County Council on December 13, 2010, the County Administrator has heretofore executed the necessary documents, including the Loan Resolution, to sell the Bond to The United States of America, acting through the United States Department of Agriculture (the "Federal Government") and the County Council authorized such actions pursuant to Ordinance No. 2010/25 duly enacted on December 13, 2010.

SECTION 2. Authorization and Details of Bond. Pursuant to the aforesaid provisions of the Constitution and laws of the State, there is hereby authorized to be issued a not to exceed \$6,000,000 general obligation bond of the County to be designated "\$6,000,000 (or such lesser amount issued) General Obligation Bond of Beaufort County, " (the "Bond") for the purpose stated in Section 1(f) of this Ordinance.

The Bond shall be issued in fully registered form, shall be registered as to principal and interest in the name of the Federal Government; shall be dated as of the date of its delivery; shall be in the denomination of its par amount; shall be payable by electronic debit through the preauthorized debit payment process to the Area Office of Rural Development of the United States Department of Agriculture ("Rural Development") in Walterboro, South Carolina, or at such other place or to such other fiscal agent as the Federal Government shall designate; and shall bear interest from its date at the rate of not to exceed four percent (4%) per annum.

The County shall have the option to prepay the Bond in whole or in part at any time prior to maturity without penalty.

The Bond shall be executed in the name of the County with the manual or facsimile signature of the Chairman of the County Council attested by the manual signature of the Clerk to County Council under the seal of the County to be impressed or affixed thereon.

SECTION 3. Form of Bond. The Bond and the provisions for registration to be endorsed thereon shall be in substantially the form attached hereto as Exhibit A and incorporated herein by reference.

SECTION 4. Security for the Bond. The full faith, credit and taxing power of the County are hereby irrevocably pledged for the payment of the principal of and interest on the Bond as they respectively mature, and for the creation of such sinking fund as may be necessary therefor. The County Auditor and the County Treasurer shall be notified as to the delivery and payment of the Bond and is hereby directed to levy and collect annually, on all taxable property in the County, an ad valorem tax, without limitation as to rate or amount, sufficient to pay the principal of and interest on the Bond as they respectively mature and to create such sinking fund as may be necessary therefor.

SECTION 5. Defeasance. The obligations of the County under this Ordinance and the pledges, covenants and agreements of the County herein made or provided for, shall be fully discharged and satisfied as to any portion of the Bonds, and such Bond or Bonds shall no longer be deemed to be outstanding hereunder when:

(a) such Bond or Bonds shall have been purchased by the County and surrendered to the County for cancellation or otherwise surrendered to the County and is canceled or subject to cancellation by the County; or

(b) payment of the principal of and interest on such Bonds either (i) shall have been made or caused to be made in accordance with the terms thereof, or (ii) shall have been provided for by irrevocably depositing with a corporate trustee in trust and irrevocably set aside exclusively for such payment, (1) moneys sufficient to make such payment, or (2) Government Obligations (hereinafter defined) maturing as to principal and interest in such amounts and at such times as will ensure the availability of sufficient moneys to make such payment and all necessary and proper fees, compensation and expenses of the corporate trustee. At such time as the Bonds shall no longer be deemed to be outstanding hereunder, such Bonds shall cease to draw interest from the due date thereof and, except for the purposes of any such payment from such moneys or Government Obligations, shall no longer be secured by or entitled to the benefits of this Ordinance.

“Government Obligations” shall mean any of the following:

- (i) direct obligations of the United States of America or agencies thereof or obligations, the payment of principal or interest on which, in the opinion of the Attorney General of the United States, is fully and unconditionally guaranteed by the United States of America;
- (ii) non-callable, U. S. Treasury Securities - State and Local Government Series (“SLGS”); and
- (iii) general obligation bonds of the State, its institutions, agencies, school districts and political subdivisions.

SECTION 6. Notice of Initiative and Referendum; Notice of Private Sale. The Council hereby delegates to the Mayor the authority to determine whether the Notice prescribed under the provisions of Section 5 of Title 11, Chapter 27 of the Code relating to the initiative and referendum provisions contained in Title 5, Chapter 17 of the Code shall be given with respect to this Ordinance and any and all other notices required by law including the Notice of Private Sale required by Section 11-27-40, Code of Laws of South Carolina 1976, as amended. If said Notice is given, the Mayor is authorized to prescribe the form of the Notice and cause such Notice to be published in a newspaper of general circulation in the County, such notice in the form attached hereto as Exhibit B.

SECTION 7. Exemption from State Taxes. Both the principal of and interest on the Bond shall be exempt, in accordance with the provisions of Section 12-2-50 of the South Carolina Code, from all State, county, municipal, school district, and all other taxes or assessments, except estate or other transfer taxes, direct or indirect, general or special, whether imposed for the purpose of general revenue or otherwise.

SECTION 8. Deposit and Use of Proceeds. The proceeds derived from the sale of the Bond shall be disbursed by Rural Development at such time and from time to time as it is requested to do so by the County pursuant to a requisition for same.

SECTION 9. Tax Covenants. The County hereby covenants and agrees with the holders of the Bonds that it will not take any action which will, or fail to take any action which failure will, cause interest on the Bonds to become includable in the gross income of the holders of the Bonds for federal income tax purposes pursuant to the provisions of the Code and regulations promulgated thereunder in effect on the date of original issuance of the Bonds. The County further covenants and agrees with the holders of the Bonds that no use of the proceeds of the Bonds shall be made which, if such use had been reasonably expected on the date of issue of the Bonds would have caused the Bonds to be “arbitrage bonds,” as defined in Section 148 of the Code, and to that end the County hereby shall:

- (a) comply with the applicable provisions of Sections 103 and 141 through 150 of the Code and any regulations promulgated thereunder so long as the Bonds are outstanding;

(b) establish such funds, make such calculations and pay such amounts, in the manner and at the times required in order to comply with the requirements of the Code relating to required rebates of certain amounts to the United States; and

(c) make such reports of such information at the time and places required by the Code.

SECTION 10. Filings with Central Repository. In compliance with Section 11-1-85 of the South Carolina Code, the County covenants that it will file or cause to be filed with a central repository for further availability in the secondary bond market when requested: (a) a copy of the annual audit of the County within thirty (30) days of the County's receipt thereof; and (b) within thirty (30) days of the occurrence thereof, relevant information of an event which, in the opinion of the County, adversely affects more than five (5%) of the County's revenue or its tax base.

SECTION 11. Miscellaneous. The County Council hereby authorizes the County Administrator, Chair of the County Council, the Clerk to the County Council and County Attorney to execute such documents and instruments as necessary to effect the issuance of the Bonds. The County Council hereby retains McNair Law Firm, P.A., as bond counsel in connection with the issuance of the Bonds. The County Administrator is authorized to execute such contracts, documents or engagement letters with such parties as may be necessary and appropriate.

SECTION 12. Repeal of Conflicting Ordinances. All orders, resolutions, ordinances and parts thereof, procedural or otherwise, in conflict herewith or the proceedings authorizing the issuance of the Bond are, to the extent of such conflict, hereby repealed and this Ordinance shall take effect and be in full force from and after its passage and approval.

SECTION 13. Codification. This Ordinance shall be forthwith codified in the Code of County Ordinances in the manner required by law.

Enacted this \_\_\_\_ day of \_\_\_\_\_, 2012.

BEAUFORT COUNTY, SOUTH CAROLINA

\_\_\_\_\_  
Chair, County Council

(SEAL)

ATTEST:

\_\_\_\_\_  
Clerk, County Council

First Reading:

Second Reading:

Public Hearing:

Third and Final Reading:

(FORM OF BOND)

UNITED STATES OF AMERICA  
STATE OF SOUTH CAROLINA  
COUNTY OF BEAUFORT  
GENERAL OBLIGATION BOND  
SERIES 2012B

\$ \_\_\_\_\_

For value received, Beaufort County, South Carolina (the "County") hereby promises to pay to The United States of America, acting through the United States Department of Agriculture (the "Federal Government"), or its registered assigns, the aggregate principal sum of \_\_\_\_\_ Dollars (\$ \_\_\_\_\_). Interest shall accrue on such principal from the date hereof at the rate of \_\_\_\_\_ percent (\_\_\_\_\_% ) per annum, and the County hereby promises to pay interest on the principal amount hereof from time to time unpaid. Equal annual installments of principal and interest on this Bond in the amount of \_\_\_\_\_ (\$ \_\_\_\_\_) shall be payable commencing one year after its delivery date and continuing on the same day of each year thereafter, until this Bond is paid. Such installments shall be applied first to the payment of interest on the principal amount hereof from time to time unpaid and then to the payment of principal as a principal installment hereon; provided that the final payment, if not sooner paid, shall be due and payable 40 years from the date hereof and shall be an amount equal only to the principal amount hereof then unpaid plus the interest accrued thereon to the date of such final payment, notwithstanding that such amount is more or less than \$ \_\_\_\_\_

Both the principal of and the interest on this Bond shall be paid by electronic debit through the preauthorized debit payment process to the registered owner hereof. Payment and prepayment of the principal installments and interest due hereon shall be payable to the Federal Government at the Area Office of Rural Development of the United States Department of Agriculture ("Rural Development") in Walterboro, South Carolina, or at such other place or to such other fiscal agent as the Federal Government shall designate, and, except for the final payment of the principal hereof, shall be made without presentation and surrender by the Federal Government of this Bond. Such payment and prepayment shall fully discharge the obligation of the County to the extent of the payments and prepayments so made.

The County reserves the right to redeem this Bond at its option in whole at any time or in part at any time and from time to time, provided, however, that any such payment of principal upon redemption shall be accompanied by the interest accrued on the Bond to the date fixed for redemption. There shall be no premium paid by the County upon any redemption of this Bond.

For the payment hereof, both principal and interest, as they respectively mature; and for the creation of a sinking fund to aid in the retirement and payment thereof the full faith, credit and taxing power of the County are irrevocably pledged, and there shall be levied and collected, annually upon all taxable property in the County an ad valorem tax, without limitation as to rate or amount, sufficient for such purposes.

This Bond is issued pursuant to and in accordance with the constitution of the laws of the state of South Carolina, including Article X, Section 14 of the Constitution of the State of South Carolina, 1895, as amended; Title 4, Chapter 15, Code of Laws of South Carolina 1976, as amended; Title 11, Chapter 27, Code of Laws of South Carolina 1976, as amended, and Ordinance No. \_\_\_\_\_ duly enacted on \_\_\_\_\_, 2012, by the County Council of the County for the purpose of authorizing the issuance and sale of a not to exceed \$60,000,000 general obligation bond.

The County hereby certifies that it is unable to obtain sufficient credit elsewhere to finance its actual needs at reasonable rates and terms, taking into consideration prevailing private and cooperative rates and terms in or near its community for loans for similar purposes and periods of time.

If at any time it shall appear to the Federal Government that the County may be able to obtain a loan from a reasonable cooperative or private credit source at reasonable rates and terms for loans for similar purposes and periods of time, the County will, at the Federal Government's request, apply for and accept such loan in sufficient amount to repay the Federal Government.

This Bond is given as evidence of a loan to the County made by the Federal Government pursuant to the Consolidated Farm and Rural Development Act and shall be subject to the present regulations of the Federal Government and to its future regulations not inconsistent with the express provisions hereof.

This Bond and the interest hereon are exempt from all State, county, municipal, school district and all other taxes or assessments, direct or indirect, general or special, whether imposed for the purpose of general revenue or otherwise, except inheritance, estate or transfer taxes.

It is hereby certified and recited that all acts, conditions and things required by the Constitution and laws of the State of South Carolina to exist, to happen and to be performed precedent to or in the issuance of this Bond exist, have happened and have been performed in regular and due time, form and manner as required by law; that the amount of this Bond, together with all other indebtedness of the County does not exceed the applicable limitation of indebtedness under the laws of the State of South Carolina; and that provision has been made for the levy and collection annually upon all taxable property in the County an ad valorem tax, without limitation as to rate or amount, sufficient to pay the principal and interest on this Bond as the same shall respectively mature and to create a sinking fund to aid in the retirement and payment thereof.

IN WITNESS WHEREOF, BEAUFORT OUNTY, SOUTH CAROLINA, has caused this Bond to be executed in its name by the manual or facsimile signature of the Mayor and attested by the manual or facsimile signature of the County Clerk under the seal of the County impressed, imprinted or reproduced hereon and this Bond to be dated the \_\_\_\_\_ day of \_\_\_\_\_, 2012.

BEAUFORT COUNTY, SOUTH CAROLINA

\_\_\_\_\_  
Chairman of County Council

(SEAL)

ATTEST:

\_\_\_\_\_  
Clerk of County Council

REGISTRATION

This Bond has been registered in the name of The United States of America on the registration books kept by the Treasurer of Beaufort County, South Carolina.

Dated this \_\_\_\_ day of \_\_\_\_\_, 2012.

\_\_\_\_\_  
Treasurer, Beaufort County, South Carolina

ASSIGNMENT

For value received \_\_\_\_\_ hereby sells, assigns and transfers unto \_\_\_\_\_ the within-mentioned Bond and hereby irrevocably constitutes and appoints \_\_\_\_\_, Attorney, to transfer the same on the books of registration in the office of the County Treasurer with full power of substitution in the premises.

\_\_\_\_\_

By \_\_\_\_\_

Dated: \_\_\_\_\_

Witness: \_\_\_\_\_

NOTE: The signature to this assignment must correspond with the name as written on the face of the within Bond in every particular, without alteration, enlargement or any change whatsoever.



CERTIFICATE OF ADVANCES

The County has received the following amounts of moneys in payment for this Bond.

| <u>Date of Payment</u> | <u>Amount of Payment</u> | <u>Signature of Authorized Officer</u> |
|------------------------|--------------------------|--|
| _____                  | _____                    | _____                                  |
| _____                  | _____                    | _____                                  |
| _____                  | _____                    | _____                                  |
| _____                  | _____                    | _____                                  |
| _____                  | _____                    | _____                                  |
| _____                  | _____                    | _____                                  |
| _____                  | _____                    | _____                                  |
| _____                  | _____                    | _____                                  |
| _____                  | _____                    | _____                                  |
| _____                  | _____                    | _____                                  |
| _____                  | _____                    | _____                                  |

NOTICE

NOTICE IS HEREBY GIVEN that the County Council (the "County Council") of Beaufort County, South Carolina (the "County"), on \_\_\_\_\_ enacted Ordinance No. 2012/\_\_\_ entitled "AN ORDINANCE AUTHORIZING THE ISSUANCE AND SALE OF A NOT TO EXCEED \$6,000,000 GENERAL OBLIGATION BOND, SERIES 2012B, OR SUCH OTHER APPROPRIATE SERIES DESIGNATION, OF BEAUFORT COUNTY, SOUTH CAROLINA; FIXING THE FORM AND DETAILS OF THE BOND; AUTHORIZING THE COUNTY ADMINISTRATOR TO PRESCRIBE CERTAIN MATTERS RELATING TO THE BOND; PROVIDING FOR THE PAYMENT OF THE BOND AND DISPOSITION OF THE PROCEEDS THEREOF; AND OTHER MATTERS RELATING THERETO" (the "Ordinance"). The Ordinance authorized the issuance and sale of a not to exceed \$6,000,000 General Obligation Bond (the "Bond") of the County.

NOTICE is further given that the Bond will be sold to The United States of America, acting through the United States Department of Agriculture at a purchase price of \$ \_\_\_\_\_; will bear interest at the rate of \_\_\_\_\_% per annum; will be dated as of the date of its delivery; and will mature in forty (40) annual installments of principal and interest of \$ \_\_\_\_\_ beginning \_\_\_\_\_.

The proceeds of the Bond will be used to construct and equip the St. Helena Island Branch Library to be located on property leased from the Penn Center in the vicinity of Penn Center Road, St. Helena Island, South Carolina.

Pursuant to Section 11-27-40(8) of the South Carolina Code of Laws, 1976, as amended, unless a notice, signed by not less than five (5) qualified electors of the County, of the intention to seek a referendum is filed both in the office of the Clerk of Court of the County and with the Clerk of the County Council, the initiative and referendum provisions of South Carolina law, Sections 5-17-10 to 5-17-30, South Carolina Code of Laws 1976, as amended, shall not be applicable to the Ordinance. The notice of intention to seek a referendum must be filed within twenty (20) days following the publication of this notice of the adoption of the aforesaid Ordinance in a newspaper of general circulation in Beaufort County.

BEAUFORT COUNTY, SOUTH CAROLINA

# Memo

**To:** Finance Committee

**From:** Tony Criscitiello, Planning Director

**Date:** 1/13/2012

**Re:** Public Private Proposal

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Beaufort County Council has passed a resolution outlining the policy of Beaufort County with regards to public-private ventures for use on properties acquired through the Rural and Critical Land Program. A proposal has been received to utilize one of the low impact passive parks in a public-private venture. The Park in question is the Okatie Regional Park.

Presented to you for consideration are the basic materials to be used in drafting an agreement to engage in a Public/Private Venture. The Finance Committee will receive a formal contract for consideration at a subsequent meeting, if the directive to proceed is agreed to at the January 17, 2012 meeting.

If it is agreeable with the Finance Committee that we precede; then, it will be the responsibility of the Administration to prepare a contract with all the terms and conditions that the County Council will require to engage in the Public/Private Venture.



# OKATIE REGIONAL PARK

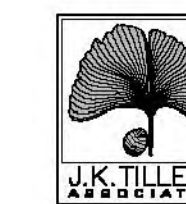
## Conceptual Master Plan

Prepared for:

BEAUFORT COUNTY  
and  
THE TRUST FOR PUBLIC LAND

June 20, 2005

Prepared by:



**J. K. TILLER ASSOCIATES, INC.**

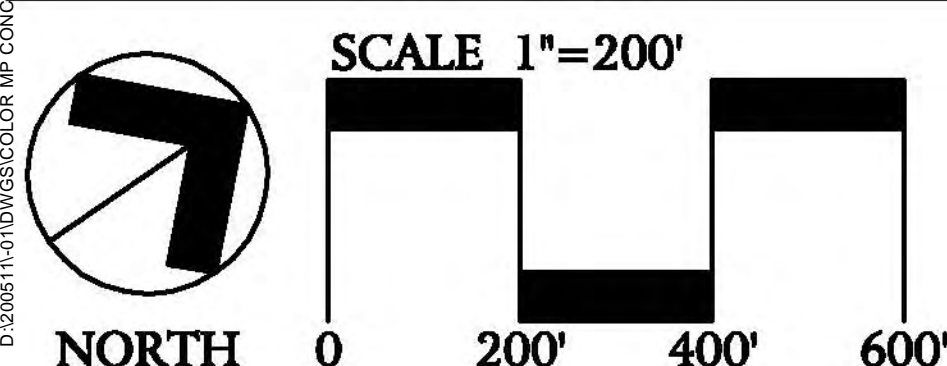
LAND PLANNING LANDSCAPE ARCHITECTURE  
TEN PINEKNY COLONY ROAD SUITE 101 BLUFFTON, SC 29909  
Voice 843.815.4800 Fax 843.815.4802

**LEGEND:**

- VEHICULAR TRAFFIC
- WETLAND BOARDWALKS
- INTERPRETIVE NATURE TRAILS
- UNPAVED BIKE TRAILS
- UTILITY LINE EASEMENT
- OCRM LINE
- PARK BOUNDARY
- TRAIL / EMERGENCY VEHICLE ACCESS
- WETLANDS
- RANGER STATION W/ RESTROOMS; 5 RANGERS ±2000 SQ. FT.
- PARKING
- BUFFER

- a PRIMARY ENTRANCE
- b PICNIC AREAS W/ TABLES
- c CRABBING DOCK
- d POTENTIAL ACCESS TO BLUFFTON LINEAR TRAIL SYSTEM
- e TRAIL HEAD
- f MAINTENANCE
- g ACCESS FROM ADJACENT RESIDENTIAL COMMUNITIES - BAYNARD PARK - VERDIER
- h UTILITY EASEMENTS W/ MEADOW TRAILS
- i PROPOSED FISHING POND WITH WILDLIFE HABITAT
- j OBSERVATION PLATFORMS
- k GROUP CAMP W/ RESTROOMS BY RESERVATION & EMERGENCY VEHICLE ACCESS
- l SECONDARY ENTRANCE
- m ADJACENT PROPERTY - FUTURE COMMERCIAL
- n MARSHES AND HEADWATERS OF THE OKATIE RIVER
- o CONNECTION TO KAYAKING DOCK AT BARREL LANDING
- p 100' CONSERVATION EASEMENT

THIS IS A CONCEPTUAL MASTER PLAN DEVELOPED FOR PLANNING PURPOSES ONLY AND SUBJECT TO CHANGE. THIS CONCEPTUAL MASTER PLAN IS NOT INTENDED FOR CONSTRUCTION.



03/20/11 11:41 AM C:\WORK\OKATIE\MAP.CORP



REVISED 1/13/12

Direct Instructional Support Systems, Inc.  
dba. GoZipHiltonHead  
PO Box 691  
Worthington, Ohio 43085

January 13, 2012

Mr. Anthony Criscitiello  
Planning Director  
Beaufort County

Dear Mr. Criscitiello,

Direct Instructional Support Systems, Inc. (DISS) is interested in developing a Public/Private partnership with Beaufort County with the Okatie Regional Park.

DISS proposes to lease a portion of the park to operate a Canopy Tour and associated activities for the visitors and residents of Beaufort County.

DISS will provide the following provided the tour can be opened as early as possible in the 2012 tourist season.

**LEASE**

The GoZipHiltonHead project includes a maintenance agreement that we will maintain the park and trails. The total lease is based upon the maintenance value by GoZipHiltonHead and a % of gross revenues. (less agent commissions local and state sales taxes).

Note: Agent /Concierge Commissions are optional, but they do provide as much as 50% of all online sales. There are a large number of hotels, resorts and vacation properties in Beaufort County who would welcome the opportunity to able to book online and receive a commission of anywhere from 10-20%. Creates job opportunities for Beaufort County residents.

The gross revenues are extremely conservative and are used to give the County a baseline of the potential of this public/Private Partnership.

**FORMULA:** Maintenance value cost % of estimated gross revenues = total to Beaufort County

Maintenance value includes:

Labor \$29,120 (16 labor hours per week x 52 weeks x \$35 per hour )  
Supplies \$1500, Equipment \$900, Restroom cleaning \$2400, Dumpster \$1200. 3% increase added to maintenance costs each year.

Note: These numbers do not include any costs associated with the operation of the concession only the public access.

**YEAR 1**

Maintenance value: = \$35,120 +Year 1 Revenue of - \$600,000 x 5% (\$30,000) = \$65,120 to the County

**YEAR 2**

Maintenance value \$36,173.60 +Year 2 Revenue of- \$800,000 x 5% (\$40,000) = \$76,173.60 to the County

**Year 3**

Maintenance value \$37,258.80 +Year 3 Revenue - \$1,000,000 x 5% (\$50,000) = \$87,258.80 to the County.

**Year 4-12** formula continues with an estimate of 15% increase in gross revenues each year by including new programs and activities.

Maintenance value determined by consultation with The Greenery.

Distribution quarterly, audit by Beaufort County Finance.

Estimates based upon being open by the beginning of the tourist season

**INKIND CONTRIBUTIONS BY DISS (GoZipHiltonHead):**

Park Maintenance:

1. Opening the park to the general public during normal business 30 - 40 hours per week in season and 20 hours off season.
2. Provide refuse collection
3. Provide portable restrooms and their maintenance
4. Provide landscaping maintenance in the parking area.
5. Maintain parking lot, add gravel as needed beyond initial construction
6. Trail maintenance: Mow over 2 miles of planned trails as needed
7. Provide signage for Canopy Tour ( design subject to approval by designated county department)

**Capital Investment by DISS, GoZipHiltonHead:** (subject to final design)

1. Phase 1 - Invest approximately \$441,000 in the construction of the canopy tour, which may include 2 - 55' towers, 8-9 zip lines, and 2-3 sky bridges. 50 x 50 area for a three person giant swing and climbing wall. The tour will use the two towers and either poles or trees to complete the 2.5 tour. Any trees that will be used will approved by certified arborist and County Planning Department. (Note: all activities will be denied access during hours and concession is not open to the public).

Provide a portable Welcome Center (or trailer with screening) to use as a temporary base of operations and personal safety equipment storage for the tour. Upon completion of necessary infrastructure, a permanent 10 x 20



structure will be constructed. Design subject to approval by Beaufort County. At the end of the lease the Welcome Center will be donated to the County.

Rent storage space at Matthews Marine for maintenance equipment: tractors, mowers, equipment and employee parking. This will lessen the impact on the park.

Environmental Interpretation - Contract with Todd Ballentine (Environmental scientist) or USCB to provide a training program for all tour staff, assistance with the design of an interpretive trail.

**BEAUFORT COUNTY will provide in order of priority:**

**TERMS**

Lease terms of initial two years with three – four year renewals.

**BASIC PARK CONSTRUCTION IN ORDER OF IMPORTANCE, NOT TO EXCEED \$175,000**

1. Responsible for all permits and design fees and their associated costs with the Town of Bluffton as they pertain to the basic infrastructure of the park. Permits required for specific activities of the concession will be the responsibility of GoZipHiltonHead.
2. Permeable parking for 20 - 40 cars (subject to space limitations)
3. Provide a locked gate and fence on the northern boundary when park is not open for guests. DISS will open and close the park on days that the tour is open for business and other designated hours open to the public.
4. Signage for the park with a banner space for the canopy tour on Cecil Reynolds Road and Route 170, (subject to regulations by the Town of Bluffton) Costs associated with the concession will be reimbursed to the County. Okatie Regional Park DOT directional sign on Route 278 with
5. Electrical service to the temporary portable storage trailer and Welcome Center.
6. Eight picnic tables and trash receptacles location to be determined by Master Plan.
7. Primitive trail system throughout the park with necessary signage.
8. Water and sewer to the site if desired for guests to the park that are not involved in the concession. Any permanent restrooms are the responsibility of the County.

## UNDERSTANDINGS

All improvements to the park concession will be approved by Beaufort County Planning or their designee.

DISS and Beaufort County to work cooperatively to provide recreational opportunities for the visitors and residents of Beaufort County and use the partnership to further the mission of the Rural and Critical Lands Preservation Program.

DISS will actively encourage other Beaufort County businesses and organizations to contribute to the expansion of recreational opportunities for the residents of Beaufort County throughout the passive parks in the Rural and Critical Lands Preservation Program.

Follow a Buy Beaufort County Philosophy for all goods and services available locally.

Pay prevailing wages

Provide full time and part time Jobs for Beaufort County Residents

Establish a escrow account or bonding to return the park to its best state at the termination of the contract.

Provide necessary liability insurance listing Beaufort County as additional insured.

Provide reduced costs for Beaufort County residents, PAL and school programs.

Gary Moore, Ph.D.  
Direct Instructional Support Systems, Inc.  
gmoore @adventurecenter.org  
614 846-8946



# Okatie Regional Park

## Environmental and Interpretive Elements

By Todd Ballantine  
Environmental Scientist and Interpretive Master Planner  
Ballantine Environmental Resources, Inc.  
January 2012

### Overview

Okatie Regional Park is located along the upper southern headwaters of Okatie Creek, a tidally influenced wetland with. Interspersed on this landscape are:

- Mixed hardwood forest and recent growth pines (following logging 20-30 years ago).
- Recently cleared areas.
- Freshwater wetlands (isolated and contiguous to Okatie Creek).
- Mixed soils with moderate to poor drainage—a common condition in the Bluffton area. These soils may limit on-ground recreation, and thus favor boardwalks and the elevated zip-line opportunity.
- Suitable habitat variety for wildlife and restoration activities such as plantings.
- Opportunities for nature-based programs that improve public understanding of Beaufort County history and ecology.
- Opportunities for site-sensitive recreation tied to a nature experience.

### The Beaufort County Precedent

In the early 1990s, Beaufort County set the precedent for sustainable development of parkland. Todd Ballantine led the County-appointed committee that developed, with ample public input, the mixed-use master plan for sustainable uses in high, medium and low sensitivity areas of Victoria Bluff on the pristine Colleton River. The plan was approved by Beaufort County and was funded \$1.8 million from the U.S. Congress and the S.C. General Assembly. Victoria Bluff was preserved for public use and enjoyment in perpetuity. *The precedent: Environmental planning for preservation, conservation and recreation is a successful method of planning parks in the sensitive lands and waters of Beaufort County.*

### Sustainability Plan for Okatie Regional Park

We propose to employ the proven “CPR” plan (preservation, conservation and recreation zones) method of planning for mixed use at Okatie Regional Park. Our site assessment will determine those areas of high, medium and low sensitivity to determine which park elements belong, and where they should be located. Our eco-analysis will identify:

- Areas conducive to multiple public-use with minimal effect on the site.
- Areas with existing impacts and need for restoration.
- Conditions problematic for development and requiring mitigation.
- Known cultural (archaeological and historic) sites.



- Significant habitats such as colonial wading bird rookeries, alligator zones, surface water habitats, wetlands, and endangered species habitat.
- Sensitivity of trees to development; and tree canopies to zip-lines in different areas.

### **Conservation Management and Guidelines**

The site sensitivity modeling described above will guide planning and location of park components. Areas of high sensitivity deserve permanent preservation with passive nature activities (photography, observation, etc.) allowed. Moderately sensitive areas will support the zip-line, boardwalks and trails, and interpretive programs and exhibits. Areas of low sensitivity will be conducive to group activities such as picnicking, rest shelters, road access and parking, etc.

### **Interpretive Program**

We propose to create an effective and site-specific interpretive program that will emphasize the site-specific resources and visitor opportunities at Okatie Regional Park. This interpretive plan will include:

- The “big idea” or central theme for exhibits on trails, boardwalks and stops on the zip lines. This theme will: (1) identify the park as regionally and nationally unique; (2) focus on the natural and cultural resources of the park and southern Beaufort County; (3) unify the visitor experience indifferent areas of the park.
- Delineate the route and storyline for interpretive trails and the zip-line.
- Interpret topics specific to waypoints on each trail and zip-line route.
- Interpretive subjects will be consistent with S.C. educational standards.
- Display original text and custom images (photographs and illustrations) on high quality, durable exhibits.
- Create a custom illustrative plan for use in fundraising and planning.

### **Conclusion**

The Okatie Regional Park concept has great potential for public recreation, education and conservation. Beaufort County has a record of sustainable development at Victoria Bluff in the same watershed. This high quality of site development should be continued. The unique zip-line tour opportunity will literally add another level of fun and awareness of nature in the Lowcountry.



# Okatie Regional Park

## Environmental and Interpretive Elements

By Todd Ballantine

Environmental Scientist and Interpretive Master Planner

Ballantine Environmental Resources, Inc.

January 2012

### Overview

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# **FAQ:**

# **PUBLIC/PRIVATE**

# **PARTNERSHIPS**

## **Okatie Regional Park**

### **Criteria 1 – Joint Public/Private Partnerships**

(a). What are the advantages for the Rural and Critical Lands Preservation Program and Beaufort County?

The partnership will:

1. Provide funds to support the goals of the program
2. Open up Okatie Regional Park to Beaufort County residents and guests.
  - a. Maintain the rest rooms for the public use
  - b. Help develop interpretive trail signage for the park
  - c. Mow all trails within the park
  - d. Keep the park, common areas, and parking lots free of litter
  - e. Assist in the development of new park programs
  - f. Assist community groups in utilizing the park for activities
  - g. Provide area schools, the Bluffton community and the Coastal Discovery Museum a site to conduct activities.
  - h. Provide interpretive programs for the park via the zip line tour and Todd Ballentine
3. Provide up to 4 full-time and 20 part -time jobs for Beaufort County
4. Increase tourism to Beaufort County, offer resorts, hotels and vacation properties the opportunity to expand program offerings beyond what is currently being offered.
5. Be actively involved with the Open Land Trust in fund raising to assist in acquiring new preservation properties.

(b) What is your Zip Line background, expertise, qualifications and philosophy of your firm in providing the services.

Direct Instructional Support Systems, Inc. (DISS, dba: The Adventure Center and SuperGames) a 501 – 3-C organization based in Columbus, Ohio and GoZip/ERI LLC based in Lahaina, Hawaii have formed a joint venture. Together they bring over 50 years of experience in the outdoor adventure field.

Experiential Resources Incorporated . (ERI) is the global leader in the designing and building of adventure courses, canopy tours and zipline courses. ERI has achieved the prestigious status as an Accredited Professional Vendor Member of The association of Challenge Course Technology (ACCT). we specialize in creating top-of-the-line zipline courses that meet your unique needs and requirements. With over 1000 zipline spans erected in 40 states and 12 countries, ERI continually innovates to improve the guest experience.

Our passion is to create an adventure system that produces the most smiles for guests and employees! Our custom design zip elements such as harnesses, braking systems and trolleys are products of our passion to make a better system. We have a long list of examples of innovations in practice.

DISS brings over 1 million hours of successful participant hours in the outdoor adventure field since 1982, originally a program of The Ohio State University Program of Outdoor Pursuits, the program grew so quickly a 501 3-c organization was formed to handle the volume of growth. A strong academic component is basic for the mission statement of both organizations.

(c) What is your Zip Line experience?

Go Zip/ERI LLC is the nations leading builder, designer and operator of adventure courses in the United States. A sister company to Experiential Resources Inc., Go Zip LLC specializes in designing and operating adventure courses, rock climbing walls and zip line canopy tours. Go Zip LLC/ERi individually customizes each adventure site to meet the needs of their clients, creating unique adventure experiences unlike any other.

**WHAT:** A professional vendor member of the Association for Challenge Course Technology, ERI custom designs all course components including harnesses, trolleys, braking systems, exclusive climbing towers, swings and cables. Go Zip LLC/ERi is currently the only ACCT Certified Professional Vendor Member company in Hawaii that builds, owns and operates their own custom adventure courses.

**WHERE:** Based in Maui, Hawaii GoZip LLC/ERI has built over 1,000 individual zipline spans around the world, spanning 40 states and 12 countries. Go Zip LLC currently owns and operates the only commercial zip line on the island of Oahu, and is currently building two up coming adventure sites in Washington and California.

Go Zip LLC/ERI has built and designed over half of all existing zip line operations on the island of Maui, including Piiholo Ranch Zipline, Flyin Hawaiian Zipline, and the islands most prestigious zipline course, Kapalua Adventures. ERI also built and designed Kauai's "Just Live" Adventure Course as well as UmaUma Falls zipline on Hawaii's Big Island. In addition, ERI helped design and improve the popular Princeville Ranch Ziplines in Kauai.

**AS SEEN IN:** Go Zip LLC/ERI adventure courses have been featured in:

*The New York Times, Men's Journal, Golf Digest, XTERRA TV, Hawaii Magazine, Modern Luxury Hawaii, KGMB "Sunrise News", ABC's "The Bachelorette", The Food Network's "Rachel's Vacation", and on The Discovery Channel, USA Today "Top 10 ziplines in the US"*

**FAST FACTS:**

\* Go Zip LLC provides tours to over 30,000 guests per year in Hawaii alone.

\*Go Zip LLC/ERI is the North American Distributor for the Expoglider® Continuous Belay System. This state of the art system eliminates participant transfers providing the highest level of safety.

\*Go Zip LLC/ERI is the exclusive distributor and inventor of the "Tango Tower" - a six sided, 48 ft. climbing tower, which accommodates 12 climbers simultaneously.

\*Go Zip LLC/ERI invented the two person and three person "Giant Swing" – in which over 90 are in operation across the United States.

GoZip/ERI the world leader in canopy tours with over 1000 spans built worldwide spanning 40 states and twelve countries.

GoZip/ERI will design, build, certify and train staff for the GoZip LeeCountyParks facility. DISS will operate the course.

For additional information go to:

[adventurecenter.org](http://adventurecenter.org)

[experientialresources.net](http://experientialresources.net)

[kapalua.com/index.php/kapalua-adventures](http://kapalua.com/index.php/kapalua-adventures)

(d) What qualifies your organization to build zip line tours?

The ACCT (Association of Challenge Course Technology) is international organization that sets standards for the construction and operations of canopy tours and zip line tours.) The insurance industry requires that any course that is built or operated meet these standards. Basically if one of the Professional Vendors do not build your course you cannot get liability insurance. GoZip/ERI is one of a handful of PVM (Professional Vendor Member)

**Copy of current membership  
Association for Challenge Course Technology  
Professional Vendor Member**

**(PVM)**

02/14/2011

Todd Domeck & Indigo Friedlander  
Experiential Resources, Inc. dba Go Zip, LLC  
P.O. Box 4307  
Louisville, KY 40204

Membership Number: 1079

Expiration Date: 01/01/2012

This letter is to attest your PVM membership with the Association for Challenge Course Technology, (ACCT).

Membership in ACCT brings both privileges and responsibilities. As an ACCT member, you may register multiple numbers of attendees for the conference at a member rate, and you will receive our e-newsletter, Parallel Lines, three times a year. As new editions of the standards are published, which happens on an irregular basis, you will receive the new edition. US based businesses have access to our group insurance program. Other membership benefits may be arranged from time to time, and can be accessed through the ACCT website, [www.acctinfo.org](http://www.acctinfo.org).

Members who violate ACCT ethical standards or whose conduct, assessed by the Board of Directors, reflects adversely on the organization may have their membership revoked at the sole discretion of the Board of Directors.

This letter should be kept as your record of PVM membership. If your insurance company or any other organization needs confirmation of your membership in ACCT. This letter and the e-mail it was attached serves as proof of membership.

Sincerely,

James Borishade  
Executive Director

Brian Brun

Membership Number: 7990

Expiration Date: 09/20/2012

Thank you for renewing your membership as an Associate Member of ACCT.

Membership in ACCT brings both privileges and responsibilities. As an ACCT member, you may register one person for the conference at a member rate, and you will receive our newsletter, Parallel Lines, three times a year. As new editions of the standards are published, which happens on an irregular basis, you will receive the new edition. U.S. based businesses have access to our group insurance program. Other membership benefits may be arranged from time to time, and can be accessed through the ACCT website, [www.acctinfo.org](http://www.acctinfo.org).

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This letter should be kept as your record of membership. If your insurance company or any other organization needs confirmation of your membership in ACCT, this letter serves as proof of membership.

Please contact us if we can be of help in any way.

Sincerely,  
Chani Jones  
Association for Challenge Course Technology

## **Criteria 1 – Management Summary**

(e) Name and telephone number of a contact person

Gary Moore, Ph.D.  
Direct Instructional Support Systems, Inc.  
a 501-#C Organization  
PO Box 691  
Worthington, Ohio 43085  
Phone: 614-846-8946  
Cell: 614-496-1465  
Fax: 614-846-1794  
Email: [gmoore@adventurecenter.org](mailto:gmoore@adventurecenter.org)



## **Criteria 2 – Business Plan**

- (a) Description of the proposed contract team, and the role to be played by each member of the proposed team. Proposed team organizational structure, interrelationships, and interactions including management policies describing controls over money.
- (b) Detailed plan of approach with timeline for design, construction, and start of business operation

### **ORGANIZATIONAL STRUCTURE**

Direct Instructional Support Systems Inc and GoZip/ERI have formed a partnership to build and operate Canopy Tours throughout the US.

Direct Instructional Support Systems, Inc. (DISS) – administrative and daily operations, staffing, marketing, daily maintenance, design, infrastructure improvements, customer service, employee manuals, drug free workplace programs, employee background checks, human resource functions, liaison with Beaufort County staff, accounting,

GoZip/ERI – design, construction, tour staff training and manuals, installation standards, inspections, web site development.

### **TIME LINE**

**Award Date**

**Contract – 30 days**

**Design & Permitting Process – 30 days**

**Construction -30 days**

**Staff training – 14 days**

**Opening day**

### **Money Management for Direct Instructional Support Systems, Inc. and Joint Public/Private Partnerships**

The Corporation has three tiers for approval of expenditures:

**Tier No. 1** – CEO of the Corporation (Gary Moore) examines and approves all routine invoices over \$100 for payment and submits the invoices to the Treasurer for payment. All expenditures over \$100 are required to go through the CEO.

**Tier No. 2** – Larger expenditures (such as Equipment, etc.) need to be discussed and approved by an Executive Committee that consists of three Board Members. The committee will review the larger expenditure items, and if need be, submit the items to the Board of Directors for approval.

**Tier No. 3** – The nine-member Board of Directors of the Corporation will have final say (particularly in regards to the larger expense items. In addition, the Board of Director's are given monthly financial statements to review income and expenditures.

The Treasurer, CEO, and one member of the Management Team have been authorized as check signers.

### **Joint Ventures/Public Private Partnerships**

In Joint Ventures and Public Private partnerships where a percentage of gross receipts serve as lease payments, financial control has three tiers.

#### **Tier No.1**

A. Receipts for tours by credit card and come from individual walk-ups, company website bookings are verified by a daily settlement report from the CC company.

B. Receipts from Agency bookings are received on a monthly basis.

C. Receipts from retail sales calculated on day end reports.

Director of Zip Line Operations submits preliminary reports to company CPA. Our CPA calculates gross Revenues from all sources in report form.

#### **Tier No.2**

Gross revenues on tours and retail sales each month are matched with waiver forms and daily participant totals and retail sales reports by Director of Zip Line Operations. A representative of Lee County Parks, Director of Zip Line Operations and the company CPA or CEO verifies this report. Lease payments as a percentage of gross tour revenues and retail sales are paid to the county on a quarterly basis.

#### **Tier No.3**

Yearly tax returns are cross checked with gross receipts for the Joint Venture/Public/Private partnership by an independent CPA, or designee of the County.

### **RESERVATION SYSTEM**

A majority of reservations will be made online. For an example go to: [Gozipmaui.com/reservations](http://Gozipmaui.com/reservations)

(b) Photos of equipment to be used and draft layout.







## Criteria 2 – Business Plan

(c) How many calendar days you will require to commence operations.

It is estimated that GoZipHiltonHead.com will open on May 1, 2012 and is subject to:

1. Joint Public/Private Partnership review
2. Contract and legal timeline
3. Design and required permitting process of Beaufort County and the Town of Bluffton
4. Timely access to the site, infrastructure provided by Beaufort County
5. Construction weather delays

(d) What are the days and hours of operation you plan to implement for the entire Zip Line – breaking out (as necessary) the different days/hours for various components of the concession. The park will be open and maintained for guests for other park activities during these hours.

Peak Season: April 1 – September 1st (7 days per week)  
10:00am – 4:00pm weekdays  
9:00am – 5:00pm weekends

Off Season: September 1 – November 15th  
10:00am – 4:00pm Tuesday – Sunday

Holiday Season: November 15th – January 1  
10:00am – 4:00pm Tuesday – Sunday

Off Season: January 1 – April 1st  
10:00am – 4:00pm Tuesday – Sunday

Staffing:

Supervisor Staff (1-2): On site during regular business hours

Tour staff (6-8); Depending upon registration, two tour staff for each scheduled tour (2-10 ratio)

(e) What is your marketing plan covering how you will promote the Zip Line locally, within the state of South Carolina, and nationally. What are the range of prices you are proposing to charge the public. What are your planned procedures for patrons to make reservations to use the Zip Line.

# Okatie Regional Park GoZipHiltonHead.com Zip line Project Marketing Plan

December 31, 2011

## **Executive Summary**

The popularity of zip line tours throughout the world is unquestionable. Companies in the United States have experienced extraordinary success, despite a highly competitive environment and reduced visitor/tourism. Many of GoZip/ERI facilities, are usually been sold out a week in advance, turning away reservations with less than seven days advance notice. Even so, it is necessary to carefully plan and track marketing activities and expenses in the pursuit of efficient spending.

The top five ways that customers find out about a zip line tour are word of mouth, Internet research, media exposure (television, newspaper, magazines, guide books), activity agency sales, and word of mouth and rack cards. This plan outlines the strategies planned to maximize these outlets.

## **I. Current Situation**

### **A PRIVATE – PUBLIC VENTURE POLICY FOR BEAUFORT COUNTY FOR USE ON PROPERTIES ACQUIRED THROUGH THE RURAL AND CRITICAL LAND PRESERVATION PROGRAM**

#### **GOALS:**

The Beaufort County Council finds it is in its best interest to engage in Private-Public Ventures to utilize county owned park lands acquired through the Rural & Critical Land Preservation Program. The County sees it as an opportunity to utilize the expertise and the willingness of



private enterprise to put to productive use park lands currently under- utilized. The public benefit derived from this policy will lead to the enjoyment of our passive park lands, and a better understanding of the environmental treasures that the parks represent to our citizens.

**OBJECTIVES:**

The Beaufort County Council wishes to find opportunities to utilize lands that represent unique environmental attributes that showcase the best qualities of our county's natural environment. While some parks in the county should remain in their pristine settings, other parks can be utilized for limited public access and enjoyment. These limited access parks can be categorized as low impact passive parks. The low impact passive parks are those that should be candidates for the Private-Public Venture Policy.

**STANDARDS:**

The County Council should classify all the parks as to their best suitability for public access. The Beaufort County Planning Department, the Rural & Critical Land Preservation Board, and the program's consultant (Beaufort County Open Land Trust) is directed to present a classification system to County Council.. The County Council further directs that the management and operations of the passive parks be of specific budgetary consideration (whether in the context of direct county operations or in Private-Public Ventures). The County Council also directs that a County department be authorized to provide oversight and interaction regarding the private-public ventures.

**CRITERIA FOR PRIVATE – PUBLIC VENTURES:**

The County Council finds that the following may serve as a template to evaluate the appropriateness of engaging in a Private-Public Venture.

1. The entity considering to offer its services under this arrangement shall articulate its vision of how it intends to utilize the park.
2. The entity shall explain how the proposed use of the park will enhance public enjoyment of the natural environment after development occurs.
3. A business model shall be presented to the County Council that outlines the revenues stream and how expenses will be covered. This shall be stated in context of what the business model is expected to achieve over the life of the contract.
4. The County staff will develop a park budget that outlines the county's financial responsibilities and the operational requirements for staffing and development.
5. The County procurement ordinance shall be followed in all cases where goods and services are acquired through a private-public venture.
6. Contractual language will include sufficient bonding and liability requirements to protect the County.

The public/private partnership creates activities for visitors and Beaufort County residents at the Okatie Regional Park and adjacent land that is in a conservation easement surrounding the headwaters to the

Okatie River. Just a few miles west of Hilton Head, this program offers access to the Okatie Regional Park via newly created hiking trails and opportunities to view the marshes from a totally new perspective. Okatie Regional Park will be the first of the Rural and Critical Lands Properties (17,000 acres in all) to be open to the recreational public. Currently the Open Land Trust, Beaufort County, and the Rural and Critical lands Committee are working to classify all 17,000 acres into the categories of Preservation, Limited Recreational Use, and Recreational use.

The Okatie Regional Park will be the first to be classified for Recreational use. A highlight of this partnership will be the creation of a new and thrilling Zip Line Adventure. The eco-tour takes visitors on a unique 2 ½ hour professionally guided tour of the Okatie Marshes, wetlands and upland forest. Not only do guests get to view the saltwater marshes from an incredible perspective, but, with GoZip Hilton Head's parallel racing lines guests have the opportunity for a little competition racing side by side with family and friends. Go Zip Hilton Head is a program of Direct Instructional Support Systems, Inc a 501 3 c organization that provides direct service, training and outdoor educational experiences.

The Okatie Regional Park Zip Line Project is a new venture located in Beaufort County, South Carolina. Currently there is no visitor traffic at the park due to the fact it was just created. The marketing plan goal is will increase visitors to the park and assist in the maintenance of the park trails, restrooms, etc.. Presently the Project will be the only tour of its kind in Beaufort County, but a similar venue is currently being constructed at Broad Creek Marina on the island.

### ***External Environment***

#### **Economic trends**

The Beaufort County Visitor and Tourism Bureau reports that there were 2.5 visitors to Beaufort County in 2010. Approximately 50% stayed in paid accommodations, and spent approximately \$117 per person per day. The United States suffered a recession as many industry giants were faced with financial collapse. Lower income households were most affected, losing jobs and homes. Middle-income households weathered the recession, but drastically reduced consumer spending and increased personal saving. The high income demographic was insulated, other than the paper losses from the stock market dip. Those who still traveled to Beaufort County continued to spend at average levels, including paying for outdoor adventure tours.

#### **Ecological trends**

Doing business in a manner that is at least not harmful and at best is restorative to earth's ecosystems has become an important decision making factor for consumers. It has been proven in research studies that customers will choose a company and/or product based on the fact that their purchase is "helpful" to the earth in some way, even if the price is somewhat higher than a comparable purchase. This is a crucial trend and should be considered in every operational decision process.

#### **Technological trends**

The age of the Internet continues to evolve rapidly. Enhanced bandwidth and Internet enabled mobile devices are just two examples of advances that spur new uses of applications to bring information directly to consumers. Customers expect to be able to find out everything they need to make a purchase decision on the Internet, up to and including the actual transaction. Increasingly they expect high levels of service and the ability to interact with company or product such as assigning ratings, writing reviews, posting videos and even participating in product naming contests or product design. Simple feedback is now the very minimum expectation. Free forums and social networking provide ample opportunity for consumers

to post this information publicly and immediately following their experience. This creates instant word of mouth and an imperative for companies to leave every customer satisfied, evening difficult customer service situations. Our goal is to be the number one activity on Trip Advisor for Beaufort County

### ***S.W.O.T Analysis***

#### ***Strengths***

Experiential Resources, Inc. (ERI) has 16 years of innovative building experience and has installed successful zip line and canopy tour installations in 40 states and twelve countries. Since 1993, ERi has installed more than 1000 individual zip lines without participant incident. Todd Domeck's creativity, innovative engineering and attention to detail and safety issues results in courses that customers feel safe on and are thrilled to ride. Todd and his team have the expertise to design, build and maintain a top-notch course, as well as to hire and train a dedicated local staff of guides and management. Todd is actively involved in the Association for Challenge Course Technology's Installations Standards Committee, setting building and operations safety standards for the industry. Todd's contacts within the zip line/canopy tour and challenge course industry allow him draw upon a wide array of talented experts for third party inspections and professional advice.

DISS brings over 30 years of operational and management expertise to the project with a strong background of developing public/private partnerships with both governmental and private projects. A strong academic basis guides policy decisions.

#### ***Weaknesses***

A potential weakness of the plan is having no infrastructure at the park.

##### **Storage:**

1. No designated storage area for trail gator, tools, supplies for maintenance, operations and emergencies. Our plan is to lease maintenance/storage space at the adjoining Matthews Marine on Cecil Reynolds Road.

##### **Utilities: (water, sewer, electric)**

1. Limited services are planned by the County

##### **Parking**

1. No parking is currently available

##### **Signage**

1. no signage is currently available

#### ***Opportunities***

The largest opportunity lies in the 2.5 million visitors to the area. There is an opportunity in creating and maintaining a highly optimized, easy to use website, complete with online reservation capabilities. There is opportunity to create partnerships with the area businesses and offer packaged tours. There is opportunity to capture the drive-by, same day market, passengers that travel the heavily traveled Rt 278 corridor, I-95 to the east, close proximity to Charleston, Beaufort, Bluffton, and Savannah.

#### **Threats**

The biggest threat to this operation is a severe downturn in tourist travel to the county. Factors that could cause this include high airline ticket prices, reductions in flight availability, economic stress, and increased frequency and severity of natural disaster (hurricane) Bearing in mind that these types of events can occur during Hurricane Season in South Carolina, it is wise to have disaster and recovery plans in place.

## **II. Target Market**

The customer of the zip line/canopy tour weighs between 70 and 270 pounds and is of an average physical fitness level. Phase Two of the plan provides for additional family activities to be included. The customer demographic is simply a subset of the profile of the average tourist in Beaufort County. Strong emphasis will be placed the vacation rentals and area hotels and resorts. A market also exists in the high end, as private tours are very popular with those guests that prefer an exclusive experience. There is also a market to be had in the residents of the county, especially in shoulder seasons and for special events such as school field trips, university classes, youth programs, summer camps, graduations, weddings and birthdays.

## **III. Marketing Strategy**

The initial focus of the marketing strategy needs to focus on generating awareness and “buzz”. In reality, a gentle “push” through free tours for locals and activity agents is all that is required to begin market penetration. A longer term strategy needs to account for the bargain hunters that are more likely to react to “pull” marketing tactics, such as the 10% discount for booking on the company website, as well as the socially-aware buyers who will respond to “push” marketing, the proliferation of positive feedback that creates a strong word of mouth awareness.

After opening, the GoZipHiltonHead.com project needs to define itself in order to pursue differentiation from other zip tours in the state. Will it be the most ecologically sustainable zip operation? Will it have the most zip lines, or the longest zip line? Having the connection with the Beaufort County and the Rural and Critical Lands Preservation Program will have a major impact upon the choices of our consumers. GoZipHiltonHead intends to support the Rural and Critical Lands Preservation Program by being a supportive in all community activities involving The Open Land Trust.

## **IV. Marketing Programs**

### *Product*

Initial product offering includes two tour options: the full course, including all the zip lines or a shorter version, using part of the course and a possible dual line racing zip. The names of the tours are TBD. Initial maximum daily capacity will be 60 seats, with a goal of doubling this to 120 (maximum capacity) by this year’s peak tourist season.

### *Promotion and Place*

Social network technologies will be engaged, such as YouTube and Face Book. An easy to use company website will provide all information and online reservation capability. A 10% discount will be offered to customers who book their own reservation online. Partnerships for appropriate "link exchanges" will be actively sought after. Early booking specials with free canopy tours with hotels and vacation properties will encourage guests to visit the Beaufort County area and book their vacation early. Press releases will be written to attract local and statewide press. Announcements and invitations will be sent to popular guidebook authors, relevant travel publications, and the state and county Visitors and Convention Bureaus. Top performing activity sales operations will be contacted and invited to experience the tour personally. Professionally designed rack cards will be distributed using a professional distribution company.

## **IV. Implementation Controls**

Simple tools can be used to track which marketing methods are reaching the customer. A single question on the online reservation form, "How did you hear about us?" can create a very valuable database of information. This information should be gathered for every reservation. Periodic paper surveys can also be used at the check-in in order to determine if the data collected at reservation is accurate.

Short feedback surveys can be emailed to customers who are willing to provide email addresses. This type of consistent information allows minor adjustments to be made to operations before they blossom into significant issues.

### *PRICE*

The full course option will be priced at a rack rate of \$89.00 per person. The shorter version or a possible dual line racing zip for walk up customers will be priced at a rack rate of \$59.00 per person. These price points were chosen with respect to competitors' pricing and in an effort to meet targeted annual revenues. *Range for GoZipHiltonHead - \$59-\$105*

Prices will fall within the ranges established by other successful commercial zip line operations in South Carolina

## **Criteria 2 – Business Plan**

(f) What are your plans for interpretive training of tour guides.

Interpretive training for the tour guides is a cooperative effort of Todd Ballenger and GoZipHiltonHead staff. The vendor will enter into a contract with Todd Ballentine to provide a minimum of 8 hours of training to all vendor staff. Goals of the Rural and Critical Lands Preservation Program will be highlighted in all marketing for the project.

## Criteria 2 – Business Plan

(g) What is your Emergency Action Plan including, but not limited to, how you will respond to natural, manmade, and accidental emergencies.

### **Emergency Action Plan**

### **Medical Protocols and Procedures**

#### **Staff Certifications:**

Every guide should have, at minimum, Basic First Aid and Adult CPR/AED training. Management will occasionally schedule medical training classes and/or updates. Each guide will be expected to attend these meetings to comply with company medical training standards.

#### **First Aid Equipment and Locations:**

*Subject to change, please stay informed of current locations*

##### **1. Medical Kits:**

- Personal Kits on guides
- Group kits located at baseyard, on the Boat and at least two more onsite in waterproof bag

All First Aid kits will be checked once a month and logged.

##### **2. AED:**

- At least two on-site: one at base camp and one on the trail gator

All AED units will be checked and logged every morning prior to first guest zipping.

#### **How to properly check the AED:**

1. Check expiration date of pads.
2. Visually check Status Indicator located in upper right corner of unit
  - A flashing black hourglass shape signifies that the AED has passed its most recent self-test and is ready to use.
  - A flashing red 'X' signifies that the AED requires attention. It may still be usable, but the device must be checked as soon as possible. The most common reason for the flashing red 'X' is that the AED has a low battery.
  - A solid red 'X' indicates that the battery is missing, completely depleted, or that a critical error has occurred and the unit is not usable. If this occurs, contact your supervisor.

Extensive maintenance testing is not required because the AED automatically runs a self-test at least once per day. By visually checking the status indicator daily, you can verify that the AED has passed a self-test within the last 24 hours and is therefore ready for use.

### **In Case of Emergency**

#### **1. Assess the guest and the situation**

- Observe the situation and determine which areas are safe for you and your group

- Communicate with other guests on where to safely stand. DO NOT approach the injured guest if it poses a possible risk to you or others in your group. It is important to not create any further accidents.
- A thorough initial patient assessment is the best assurance that you will be able to make the proper decision regarding the type of urgency of any necessary first aid and/or evacuation plans.
- Take control and manage the situation.

**2. Radio/Call the Immediate Supervisor on Duty**

- Calmly radio/call the situation to the Mountain Supervisor and request assistance if necessary
- The Mountain Supervisor will make the necessary phone calls and arrangements to ensure the safety of the entire group is handled in a timely manner.
- Calmly radio/call the other member of your guide team to explain the situation. It is important to understand that all members of the group can hear radio transmissions. If it is safe to do so, step away from the group to ensure a private conversation. It is important to remain calm and create a plan.
- At the time of printing, these were the most current phone numbers. Please update numbers when necessary.

Mountain Supervisor: \_\_\_\_\_  
 Operations Manager: \_\_\_\_\_  
 : \_\_\_\_\_

**3. Render First Aid that is Appropriate to your Level of Training**

As a guide, it is important that you remain aware of all First Aid Kit locations and where help is available to you.

**Good Samaritan Law:**

The Good Samaritan Law was adopted to protect individuals who assist anyone who is ill or injured without fear of legal prosecution. It was designed to encourage everyone to help someone in the event of an emergency.

***Good Samaritan Principles:***

- You must identify yourself and obtain permission to help someone who is injured.
- By law, if a patient is unresponsive, you can provide first aid – this is implied consent.
- You must provide care within your level of training, and continue until the arrival of Emergency Medical Personnel.
- Consent must be give by parent or guardian if the victim is under 18 years of age.



## **Possible Scenarios:**

### **- Heat Injuries and Treatment:**

Exposure to heat will cause your body to lose fluids from sweating. Heat injuries result from the body's inability to replace fluids that are lost from sweating. Many people think that drinking fluids will protect you from heat injury. This is false. Both food and fluids are required to replace the fluids lost due to sweating.

Water is the fluid of choice.

### **Heat Cramps:**

Heat cramps are caused by the excessive loss of electrolytes. You must drink plenty of water as well as eat three meals a day.

#### *Treatment:*

- Remove the person from the sun and cool them by loosening their clothing.
- If alert, give them small sips of water.
- Do not massage cramps.
- Help the patient to stay calm.
- Get the patient to the hospital or to a doctor for proper evaluation and treatment of chemical imbalance.

### **Heat Exhaustion:**

Heat exhaustion is caused by long durations of exercise or work in hot/humid environments where the person loses too much salt and water from sweating. The person will appear sweaty, with pale and clammy skin. They will feel weak and dizzy, with headache and no appetite. It often occurs to persons that are physically fit.

#### *Treatment:*

- Remove the person from the sun and cool them by loosening their clothing.
- If alert, give them small sips of water.
- Apply cold compresses and have them lay down with their feet elevated.
- If the person is unconscious, loosen their clothing, cool the body and contact an Emergency Medical Provider.

*Note:* Anyone that has suffered heat exhaustion in the past is more likely to suffer another heat injury in the future.

### **Heat Stroke:**

Heat stroke is life threatening. The skin appears red, hot and dry and the body temperature rises. The patient can be unconscious, comatose, or near comatose with a strong, rapid pulse. Damage can occur to the brain and other organs.

#### *Treatment:*

- Move guest into the shade and remove clothing.
- Apply ice packs under neck, armpits, groin, and behind the knees.
- Cool patient with water and fans if possible.
- Call 911.

- **Allergies:**

Treatment available on the mountain is not enough in cases of severe allergic reactions. It is important to ask your guest if they have any severe allergies, especially insect. If a guest has known anaphylaxis, ask if they are carrying a prescription medication in case of an attack. If a guest is not prepared, it is not recommended they continue the tour. A severe reaction is a medical emergency. Shortness of breath, wheezing, swelling of the lips and mouth tissue, muffled voice, inability to swallow, and widespread hives are all danger signals of severe reaction.

*Treatment:*

Call 911

- **Possible Injury while connected to the cable:**

A 'risk to gain' judgment needs to be made for each situation. The guidelines for patient movement include:

- Consideration of the existing threats to the patient
  - Internal (their condition)
  - External (the situation or predicament).

For example, the internal threat of heavy bleeding, that you cannot control in place would justify movement to a place or position that would allow treatment. The external threat of falling or harness trauma, would also justify patient movement.

If things are going to get worse because of your movement and it is not justified by the current threats, leave the movement to a large resource of people and equipment (Fire and EMS).

**Bottom line:** If things are going to get worse if you do not move them, it is probably best to move them.

## **Incident / Accident Reporting:**

Accident/incident reports identify trends that require preventative action, monitor policy and procedures, evaluate program quality, and establish staff training needs.

### **Definitions:**

An **accident** refers to a fatality, a disabling injury, or a serious illness for which a guest is transferred to emergency medical care or visits a hospital or doctor.

An **incident** requires first aid to be administered on site, and/or occurs when participation in the program is discontinued for a period of time.

The Incident/Accident form is complete for both.

It is required that you document all incidents and accidents that occur while at work.

- If a GUEST is injured: please fill out the Incident/Accident report form.  
Please ensure that the guest initials and signs the form where indicated before they leave.
- If an EMPLOYEE is injured: please fill out the Employee Incident/Accident report form.
- SUPERVISORS: please always fill out a supervisor form for all guests and employees.

### **Remember!**

If you diligently did the following you did everything that was expected of you:

- Used proper judgment
- Used prudent decision making regarding risks involved
- Stressed safety and carefulness
- Assisted guests when they required assistance
- Performed proper first aid in a competent manner
- Documented thoroughly and accurately
- Followed company protocols
- Carried yourself in a confident, humble and professional manner

If you feel you would like and would benefit from post incident debriefing and/or counseling, please don't hesitate to ask...even if it's hard to ask. Realize there is NO judgment in how different people recover from stressful situations and be willing to ask for and find what helps you most.

## **Avoiding Legal Problems**

The manner in which we conduct our activities can have significant impact on our ability to stay out of legal trouble. The instruction must be clear and progressive in nature. In addition guides must model appropriate behavior and procedures. Guides must be familiar with standard operating procedure as well as local operating procedure. Acting outside the scope of either set of procedures puts the guide and the organization at risk.

# Emergency Action Procedures Environmental

## Environmental Hazards

Each environmental hazard is unique. Some are weather related and others are inherent in a location. The decision to continue or move a program, seek temporary shelter, or postpone or cancel a program should be made based on program goals, client characteristics, and the specific environmental conditions both on the site and for traveling to another location. There is no substitute for having a keen weather eye to help anticipate and prepare for inclement weather and for knowing how to recognize the presence of hazardous animals and plants.

Inspect program areas prior to use for signs of dangerous or nuisance flora and fauna, weather damage, and dangerous ground and overhead conditions. Establish activity boundaries that are free from hazards. Inform participants about hazards such as nails, splinters, rocks, and surface roots.

## Weather-Related Environmental Hazards

### *Rain*

Rain, especially heavy rain, increases the likelihood of slipping on wet poles, cables, or ground cover. Heavy rain may be accompanied by heavy winds and lightning, and on occasion may produce rare weather systems like a tornado. Rain does not necessarily indicate that your challenge course program should be cancelled.

Procedure: Use caution when deciding whether or not to continue operation.

### *Wind*

Heavy wind may pick up debris from the ground cover, making visual supervision difficult. Heavy wind may also affect hanging structures by creating difficult situations for zipping including over speed of guests. In such cases, the use of the zipline tour may need to be cancelled or postponed.

Procedure: Use caution when deciding whether or not to continue operation.

### *Lightning*

Lightning is the leading direct meteorological cause of casualties in the United States. Lightning presents direct danger in three ways: (1) a direct strike, (2) induced currents near a strike, and (3) ground currents. Participants should be instructed about specific lightning drill procedures during the initial safety briefing if a storm is noted. Groups should seek shelter in a nearby building until activity can resume.

Procedure: Cease activity immediately, seek shelter, resume after no lightning or thunder is seen or heard for a minimum of 30 minutes:

## ***Fire***

Forest fires move very quickly and can trap humans in their path. Fires move faster up hill and through open fields. Every caution should be taken to prevent first including no-smoking policies, fire extinguishers on-site, etc.

Procedure: Attempt to put out or control the fire give the equipment that you have. Evacuate guests toward the lake and seek shelter in the lake.

## **General Procedures**

- Adhere to Leave No Trace ethics to minimize contact with flora and fauna.
- Move away from animals slowly, while facing the animal, if a sighting/contact takes place.
- Know common poisonous flora for the area.
- Inspect site prior to use.
- Include information about poisonous flora and hazardous fauna in safety briefings as appropriate.
- Suggest "tick-checks" as appropriate.

## **Incident / Accident Reporting**

Incident/Accident reports identify trends that require future preventative action, monitor policy and procedures, evaluate program quality, and establish staff training needs.

### **Definitions:**

An accident refers to a fatality, a disabling injury, or a serious illness for which a guest is transferred to emergency medical care or visits a hospital or doctor.

An incident requires first aid to be administered on site, and/or occurs when participation in the program is discontinued for a period of time.

The Incident/Accident form is complete for both.

### **Reporting Procedures:**

- Staff complete the Incident/Accident Report Form
- Make every effort to obtain the injured party's signature.
- Documentation should be complete, objective, and include a comprehensive description of relevant information. Consider that this document may be used by primary caregivers to make treatment decisions. Therefore write in a clear and professional manner; do not indicate fault or responsibility.
- In the case of an accident where responsibility is transferred to EMS personnel, include the name of EMS personnel and the location of the primary care facility to which the injured party is being transported.
- If the person returns to the program, note the name of the physician giving permission to do so.
- The lead facilitator has the authority to deny or adapt level of participation of a participant who returns to a program and should note such decisions on the form.







## **Criteria 2 – Business Plan**

(h) What is your Environmental Protection Plan for both the construction and operation of this project including, but not limited to: recycling efforts, waste management and reduction.

During construction all poles and materials will be delivered to the north service road. Many of the materials will be pre-assembled off site. All staff (Beaufort County Planning Department, The Open Land Trust, GoZip and an environmental scientist or similar) will determine construction corridors to each platform, zip corridor location. This corridor will allow for equipment to drill the holes for the poles. Standard construction techniques will be used to limit impact, soil erosion, and impact on the ecosystems of the park

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**Criteria 3 – Key Personnel**

(b) Construction, Maintenance and Operations – What are the resumes of all managers and senior-level supervisors who will be involved in the management of the total package of services for the construction, maintenance and operation of the completed/constructed zip line, as well as the delivery of specific services.

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Gary K. Moore, Ph.D.

535 B Lakeview Blvd.

Worthington, Ohio 43085

ph: 614-846-8946

emailmoore@adventurecenter.org

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## Qualifications

Recognized as a leader in the workplace at every level.

Able to see the big picture and goals of the organization, and get results.

Consistent history of drawing in new business and delivering high client satisfaction.

Team player, recognized for bringing out the best in others in working towards corporate synergy.

Strong public speaking presence, interpersonal communication skills and writing ability.

Creative and timely problem solver, able to deliver under pressure of deadline.

Proficient in wide variety of computer programs, including all Microsoft Office applications.

## Professional Experience

### Educator and Coach

1969-1998

Worthington City Schools

### Graduate Faculty – Adjunct

The Ohio State University

1982-2003

Advisor to Ph.D students studying in the Program of Outdoor Pursuits, assisting with their research for their dissertations.

Designed workshops, seminars, and independent studies for teachers throughout Ohio.

Presented several papers nationally in the field of adventure education/outdoor education

Board Member: International Field Studies, Andros Island, Bahamas

1982-1988

### Instructor and Group Facilitator

1976 - Present

*Adventure Education Center and SuperGames*

- o Guide school, youth and corporate groups in various experiential learning programs focusing on teamwork, leadership and adventure-based activities.
- o Certified instructor for all challenge courses, including high ropes and ground-level initiatives, as well as many other educational and recreational camps and programs.

Recreation Commission – City of Worthington, Ohio

1996-1998

DIRECT INSTRUCTIONAL SUPPORT SYSTEMS, INC : CEO

June, 1988 – Present

*Adventure Education Center & SuperGames*

- o Worked with corporate clients to plan picnics, banquets, conferences, etc.
- o Booked, planned and hosted over 600 events per year with budgets up to \$150,000 Gave equal attention to clients from small companies and assisted non-profit organizations plan fund raising events.
- o Created marketing and sales plan for upcoming seasons.
- o Designed brochures, postcards and other promotional materials in conjunction with graphic designer.
- o Collaborated effectively in team environment with co-workers in other departments (catering, grounds and facilities, admissions, programming, construction, etc.).

Saved two major United Way Camps from going under by providing activity revenue, increased attendance and programming to make them solvent again.

Expertise in developing public/private partnerships

Recently awarded an RFP to develop a regional park including canopy tours, ropes courses, interpretive hiking trails.

Responsible for over 115 full and part time staff with an annual budget of 1.5 million

Designed programs with an annual participant count of over 100,000 per year in over 100 different school and community programs

Designed and constructed over 100 climbing walls, ropes courses, challenge courses, and zip lines throughout the Midwest.

Wrote grants for \$1.5 million for area schools.

Received Safe Boating Grants from the Ohio Department of Natural Resources, Division of Watercraft for \$100,000

Designed summer camp programs for 30 years and over 200,000 camper days.

One of the original 12 Board members of ACCT (Association of Challenge Course Technology) – This association sets standards for the Challenge Course, Zip line, Canopy Tour Industry

#### Education

Bachelor of Arts – Otterbein College 1969

Master of Education – The Ohio State University 1973

Doctor of Philosophy – The Ohio State University 1977

### **BRIAN J. BRUN**

#### **PROFESSIONAL EXPERIENCE**

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##### **Crossings Ministries, Bagdad, KY**

[www.crossingscamps.org](http://www.crossingscamps.org)

*For the past 11 years, over 50,000 people have attended Crossings Camps*

Associate Director, Cedarmore Camp and Conference Center, Jan 2011 – Dec 2011

- Organized two large capitol projects by creating project Gantt Charts to ensure productivity of sub-contractors and identify and head off cost over run and time line risk areas
- Processed all payables and payroll for capitol projects and regular campus operations
- Assisted in the implementation of 360 degree staff performance evaluations

##### **Z-Braking Systems, LLC, Louisville, KY**

[www.Z-Brake.com](http://www.Z-Brake.com)

*Z-Braking Systems is a product-based company created around patent pending designs using cable deflection to create resistance. Z-Brake™ is our signature product line for use on zip lines from 3/8" cable to 7/8"*

Owner/CEO, Established 2011

- \$60k in Revenue in the first 3 months
- Designs have been extensively tested and built to outlast anything on the current market.

##### **The Challenge Me Group, LLC, Louisville, KY**

[www.challengemegroup.com](http://www.challengemegroup.com)

*CMG is consulting, design, project management, and construction provider serving the adventure, eco-tourism, and experiential industries.*

Owner/CEO, 2005-Current

- \$150k in Revenue in the first six months
- Designed and tested specialized custom fabricated hardware for four different projects
- Managed a \$1.6 million dollar project in Branson, MO
- Pioneered the use of high accuracy GPS to layout zip lines and regularly survey sites for other builders
- Developed extensive project costing tool and have used it to assist other builders protect their bottom line and deliver accurate estimates
- Constructed three large scale zip tours between May 2010-July 2011

- Installed the first 2 Power Fans™ in the US. One of which is located atop a 100' tower and has a custom built and installed I-beam cantilever with a traveling mounting beam allowing for easy servicing of the unit.
- One of only several builders who have managed helicopter lifts to set poles, structures, and string cables.

**Experiential Resources**, Louisville, KY

[www.experientialresources.net](http://www.experientialresources.net)

*ERi is an experiential and adventure solutions, construction, and training organization.*

*Vice President over Operations, 2007-2009*

- Hired, trained, and managed inspectors and construction crew members
- Designed, sold, managed, and constructed over \$500k in custom projects
- Managed expenses and reporting for \$2.4 million dollar project in Maui
- Collaborated with CFO and CEO on financial projections, yield management, project strategy and division budgets
- Co-developed business and operations plan with senior management team following a 150% revenue growth
- Redesigned communication elements and streamlined media plan including company website which aided increasing the revenue of all divisions
- Implemented, installed, and managed networking infrastructure and small business server
- Performed legal and business reviews on all client contracts.

*Director of Inspections, 2006-2007*

- Generated more than \$100k in revenue for division
- Conducted over 100 technical safety inspections and repairs in over 20 states
- Safely drove 75k miles over the course of 1 year

*Contract Builder, Inspector, and Trainer, 2004-2006*

**RockQuest Climbing Center**, Cincinnati, OH

[www.rockquest.com](http://www.rockquest.com)

*RockQuest is one of the country's largest indoor climbing gyms and outdoor adventure companies.*

*General Manager, 2005-2006*

- Directed overall business success including marketing/sales, HR, finance and operations.
- Developed strategic positioning and branding in a competitive marketplace.
- Increased cash flow and reduced operating debt through cost savings measures.
- Increased overall revenues and profits from all business units.
- Maintained positive working relationships with key vendors.
- Managed redesign of company website and functionality introducing online bookings and equipment sales
- Revamped marketing plan including press relations, advertising, and partnerships.
- Hired, trained and managed a staff of 15 including guides and office staff.
- Established an HR plan including training manual, comprehensive compensation packages and policies/procedures.
- Developed strategic business plan via comprehensive business analysis to obtain short and mid term goals including marketing, sales, operations and financial objectives.
- Elevated business presence and community relations via networking at associations/events (Chamber of Commerce, Visitor's Bureaus, Arts/Culture groups and other opportunities) as well as developing and hosting *Food for Climb* food drive resulting in the filling of five fifty-five gallon barrels in one day for the local food bank

**Joy Outdoor Education Center**, Clarksville, OH

[www.ioec.org](http://www.ioec.org)

**JOEC is a year-round learning center serving children, schools, families, businesses, and organizations.**

*Adventure and Safety Coordinator, 2001-2005*

- Personally conducted quarterly initial unbiased job training assessments for potential linemen for Cincinnati Bell.
- Safely and competently led experiential activities for up to 50 recreational participants at a time
  - Delivered over 1200 hours of programming to more than 5000 clients
  - Developed and facilitated programs for a diverse range of participants
  - Programmatic specialties include team focus, diversity awareness, communication improvement, and process improvement
- Planned and executed numerous facility improvement programs
  - Engineered and managed construction of an \$80k unique indoor challenge course within project budget and on-schedule
- Developed annual budgets and balanced financial accounts including over \$70k in equipment inventory and \$300k in capital assets
- Strengthened risk management and OSHA compliance by implementing new policies and ensuring compliance with current policies

- Managed, trained, and elevated certification qualifications for over 50 staff members
- Developed and conducted training programs to ensure staff and client safety while exceeding OSHA guidelines
- Ensured safety of hazardous training equipment used by 11,000 participants/year
- Served as on-site risk management and OSHA coordinator for all staff members and 45,000 clients over a four year period
- Introduced universal accessibility principles into organization and engineered systems to put them into practice
- Developed and implemented the use of an intranet and database to increase access to vital information between departments
- Managed accreditation with the Association For Experiential Education

#### **EDUCATION/CONTINUING EDUCATION**

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**Sinclair Community College** – Business Management

**Leadership Challenge** – Certificate of Completion offered by ILA

**Trimble GIS Data Collection and Processing** – Certificate of Completion

**Villanova University** – Project Management Professional Certification Course

#### **PROFESSIONAL AFFILIATIONS**

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**Association for Challenge Course Technology** – Institutional Member

**ASTM** – F24 Committee Member

**Criteria 3 – Key Personnel**

(d) Are all personnel working on this project certified through the Association for Challenge Course Technology (ACCT), American National Standards Institute (ANSI) or other approved certifying agency standards; provide copies of each of these certifications.

All personnel are PVM or Professional members of ACCT



## Criteria 4 – References

What are your references from governmental entities, companies or customers – these should be within the past three (3) years

### Operational-Public/Private Partnership Reference

Direct Instructional Support Systems, Inc.

Boy Scouts of America (1966 – present) – Joint Venture at their 256 acre Camp Lazarus facility

### Construction References

#### GoZip/ERI

We have been in business since 1993. We have designed and built hundreds of challenge course, rock climbing walls and zipline tours in 40 states and 14 countries.

#### Commercial canopy tours:

Kapalua Adventures, Lahaina, Hawaii 2008

Project Profile: 8 tandem ziplines, climbing wall, suspension bridge, giant swing and challenge course. In addition a “reverse zipline” that carries guest up the mountain 3,000 linear feet called the “Zipper Lifter”

Longest Line: 2,300’

Total installation time: 8 months

Total Installation Cost: \$2.3M

Current Annual Revenue \$3.8M

Leadership Sports Canopy Tour, Middleton, Connecticut 2007

Project Profile: 5 single ziplines and 3 suspension bridges built primarily using trees

Longest Line: 800

Total installation time: 2 months

Total Installation Cost: \$175,000

Current Annual Revenue \$750,000 estimated

Piihola Ranch, Makawao, Hawaii 2009

Project Profile: 6 Tandem Ziplines, TANGO TOWER climbing structure, 3 suspended bridges and 1 307’ long timber suspension bridge.

Longest Line: 2,800’

Total installation time: 8 months

Total Installation Cost: \$1.6M

Current Annual Revenue \$2.8M Estimated

Just Live Canopy Tour, Koloa, Hawaii 2008

Project Profile: 8 single ziplines primarily using trees, 5 suspended bridges, 2 towers on wood poles.

Longest Line: 900

Total installation time: 2.5 months

Total Installation Cost: \$220,000

Current Annual Revenue \$1.1M Estimated

Ozone Zipline, Oregonia, Ohio, 2009

Project Profile: 8 single ziplines primarily in trees, 1 5-sided stair tower, 4 suspension bridges

Longest Line: 1,000'

Total installation time: 4 months

Total Installation Cost: \$440,000

Current Annual Revenue \$1.4M Estimated

While our experience in this field is vast, the tours listed above represent some of our best work. We have designed and installed 11 complete zipline canopy tour operations, designed several others and have constructed more than 1,000 zipline spans in the past 18 years.



**BOY SCOUTS OF AMERICA**  
Simon Kenton Council

LETTER OF REFERENCE:

December 12, 2011

Adventure Education Center (Direct Instructional Support Systems, Inc.) has been a consistent tenant of ours since 1996 at Camp Lazarus in Delaware Ohio. Camp Lazarus is a 256 acre scout camp located just outside of Columbus Ohio. The Adventure Education Center have partnered with us in providing a quality program to the youth of central Ohio. They have developed a state of the art adventure facility with 5 high ropes courses, zip wires, climbing walls, and a 50 station ground level team building course.

This venture has provided \$504,000 in revenue in support of our programs for the Boy Scouts

Adventure Education Center is very sensitive to the environment and practices low impact programming and they work closely with my staff assisting in the maintenance of the camp, and following our environmental easement plan and general property guidelines.

As a youth serving high adventure outdoor organization, we could offer a similar experience, but frankly their company does a better job in promotion, recruiting, and implementation then I could offer. This is evident by the fact over the last 15 years on our property they have served over 170,000 individuals.

If you have any questions please give me a call directly at 614-310-1332

Jonathan Bonness  
Director of Camping

---

1901 E. Dublin-Granville Road • P.O. Box 29207 • Columbus, OH 43229  
614.436.7200 • Fax: 614.436.7917 • Toll Free: 800.433.4051  
[www.skbsa.org](http://www.skbsa.org)



**Criteria 5 – Financial Qualifications**

- (a) Demonstrate proof of ability to obtain and maintain throughout the contract period, the insurance requirements as specified in the proposal documents. Please include copies of current Certificates of Insurance Attached Certificates



# CERTIFICATE OF LIABILITY INSURANCE

MAS1

DATE (MM/DD/YYYY)  
4/14/2011

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsements.

|  |  |  |
|--|--|--|
| PRODUCER<br><b>Hibbs-Hallmark &amp; Company</b><br>501 Shelley Drive<br>P.O. Box 8357<br>Tyler, TX 75711 | (903) 581-8484   | CONTACT NAME<br><b>Shanna Mallard</b><br>PHONE (A/C, H, F, C)<br><b>903-581-8484 8642</b><br>FAX (A/C, H, F, C)<br><b>903-581-8888</b><br>EMAIL<br><b>shanna.mallard@hibbhallmark.com</b><br>ADDRESS<br><b>PRODUCER</b><br>CUSTOMER ID - <b>EXPERES-01</b> |
| INSURED<br><b>Experiential Resources, Inc.</b><br>Go Zip, LLC<br>808 Office Rd<br>Lahaina, HI 96781-     | INSURER A: <b>Gemini Ins. Co.</b><br>INSURER B: <b>Great American E&amp;S Ins. Co.</b><br>INSURER C: <b>Mutual of Omaha</b><br>INSURER D:<br>INSURER E:<br>MEMBER F: | INSURED BY AFFILIATED CONTRACTOR<br>NAIC #   |

| COVERAGE  | CERTIFICATE NUMBER  | REVISION NUMBER   |                               |                               |   |
|---|---|-------------------|-------------------------------|-------------------------------|---|
| THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS. |   |                   |                               |                               |   |
| CLASS   | TYPE OF INSURANCE   | POLICY NUMBER     | POLICY EFF. DATE (MM/DD/YYYY) | POLICY EXP. DATE (MM/DD/YYYY) | LIMITS  |
| A   | <b>GENERAL LIABILITY</b><br><input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b><br>CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR<br><input checked="" type="checkbox"/> \$5,000 deductible<br>GEN'L AGGREGATE LIMIT ALL IS PER:<br><input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PER OCC <input type="checkbox"/> PER | VUMC10B004DACT043 | 4/1/2011                      | 4/1/2012                      | EACH OCCURRENCE \$ 1,000,000<br>DAMAGE TO CONTENTS (per occurrence) \$ 1,000,000<br>MEDICAL EXPENSES (per person) \$ Excluded<br>PERSONAL & AUTO INJURY \$ 1,000,000<br>GENERAL AGGREGATE \$ 2,000,000<br>PRODUCTS - DEFECTIVE \$ 2,000,000 |
| B   | <b>UMBRELLA LIME</b> <input checked="" type="checkbox"/> COVER<br>EXCESS LIME CLAIMS MADE<br><b>PRODUCTS LIABILITY</b><br>RETENTION \$<br>WORKERS COMPENSATION AND EMPLOYERS LIABILITY<br>ANY EMPLOYEES OR CONTRACTORS EXCLUDED? (Mandatory in HI) <input type="checkbox"/> YES <input checked="" type="checkbox"/> NO<br>IS THIS POLICY OPERATIONS ONLY?               | XS63847#202       | 4/1/2011                      | 4/1/2012                      | DEFINED SINGLE LIMIT (per occurrence) \$<br>BODILY INJURY (per person) \$<br>BODILY INJURY (per occurrence) \$<br>PROPERTY DAMAGE (per occurrence) \$<br>EACH OCCURRENCE \$ 3,000,000<br>AGGREGATE \$ 3,000,000<br>NO STATE LIMITS OTHER    |
| C   | Accident  | TEMP51706077      | 4/1/2011                      | 4/1/2012                      | PARTICIPANTS/FACILITATORS \$ 50,000   |

DESCRIPTION OF OPERATIONS, LOCATIONS, VEHICLES (attach ACORD 101, additional forms, Schedule, if used space is limited)

|   |   |
|---|---|
| CERTIFICATE HOLDER  | CANCELLATION  |
| FOR INFORMATION PURPOSES ONLY<br>XXXXXXXXXXXXXXXXXXXXXXXXXXXX<br>XXXXXXXXXXXXXXXXXXXXXXXXXXXX<br>XXXXXXXXXXXX | SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.<br><br>AUTHORIZED REPRESENTATIVE<br> |

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**Criteria 5 – Financial Qualifications**

(b) Can you demonstrate the financial ability to independently permit and construct the Zip Line and run the business thereafter. (County funds will not be available for the construction of this project.)

The following information is available on request.

- Audited organization financials 2010 attached
- The most recent 10-Q report.



# Experiential Resources Reference Manual for Zip Line Procedures

First Edition  
2009



800 Office Rd., Lahaina, HI 96761  
toll free: 877.513.7370  
[todd@experientialresources.net](mailto:todd@experientialresources.net)

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## **About Experiential Resources, Inc.**

ERi was started in 1993 and has provided challenge course services to hundreds of camps, corporations, schools, universities, and religious organizations throughout the United States. We are a full service provider of challenge course design, construction, training, equipment, inspections, and program evaluation. In the twelve years of ERI's existence we have grown to be one of the five largest challenge course providers in the country, with annual sales of over a million dollars. As dedicated professionals, we share a passion for experiential learning. It is our mission to enrich lives by providing innovative structures, training, and services that connect people through experiences. Our mission statement:

**ERi reserves the right to empower the world with the coolest challenge courses and climbing systems imaginable. We call it "philosophy you can climb on."**

ERi is proud to be a Level III Professional Vendor Member of the Association of Challenge Course Technology (ACCT) and builds to meet or exceed all ACCT standards. We are also members of the Association for Experiential Education and are active members of the American Camping Association.

CLIMB ON!

~Todd Domeck and Indigo Coleman, Owners

### **ERi's Statement on Training**

This manual is intended to supplement ERI training and should not be considered as a substitute for professional training. The challenge course industry is continually evolving. Therefore training should be a never ending process. ERI believes because of the incredible responsibility you are taking as a facilitator, you should receive training annually, at the very least.

### **What is a Zipline?**

(From Wikipedia)

A zipline (also known as a flying fox, zip wire, aerial runway, or Tyrolean crossing) consists of a pulley suspended on a cable mounted on an incline. They are designed to enable a user propelled by gravity to traverse from the top to the bottom of the inclined cable, usually made of stainless steel, by holding on or attaching to the freely moving pulley. Ziplines come in many forms, most often used as a means of entertainment. They may be short and low, intended for child's play and found on some playgrounds. Longer and higher rides are often used as a means of accessing unusual areas (a rainforest canopy for instance) or found at outdoor adventure camps where they are usually one element on a larger challenge or ropes course.

### **Professional Courses:**

Professional versions of a zipline are most typically used as an outdoor adventure activity. In contrast to "flying foxes" professional courses are usually operated at higher speeds covering much longer distances and sometimes at considerable heights. The users are physically attached to the cable by wearing a harness which attaches to a trolley.

Cables can be very high, starting at a height of over 30 feet, and traveling well over 1500 feet. All zip line cables have some degree of sag. The proper tensioning of a cable is important and allows the ability to tune the ride of a zip line.

Users of ziplines must have means of stopping themselves. Typical mechanisms include:

- Thick purpose-built leather gloves.
- A mat or netting at the lower end of the incline.
- An arrester system comprised of springs, pulleys, counter-weights, bungee cord or other devices, which slows then stops the trolley's motion.
- Gravity stop utilizing the inherent nature of the sag in the cable. The belly of the cable is always lower than the termination point. The amount of uphill on a zip line controls the speed at which the zipper arrives at the termination point.

Costa Rica is known for their Canopy Tours where a vacationer can zip through the rainforest. The ziplines are scattered in the trees among several platforms, some as high as 130 feet above ground.

Ziplines are also a common way to return participants to the ground at the end of a ropes adventure course.

In past days in the Australian outback, flying foxes were occasionally used for delivering food, cigarettes or tools to people working on the other side of an obstacle such as a gully or river. Australian troops have used them to deliver food, mail and even ammunition to forward positions in several conflicts.

### **Origins & History of Canopy Tours (from TOUCAN GUIDES)**

Modern canopy tours (tree top zipline tours) were invented in the 1970's when the rain and cloud forest canopies were the last remaining frontiers of botany, zoology, entomology and ecology. Ph.D. students Donald Perry and John Williams first strapped on their rock climbing harnesses, clicked their carabineers on to a belay line, and grabbed onto their jumars to ascend a tree instead of a granite face.

Many early canopy explorers were graduate students. They were lively, strong, youthful and perhaps most importantly driven by the dictum that they must make a completely novel and unique contribution to science in order to earn their degrees.

It wasn't long before the techniques began to improve and specialize. Someone introduced the Tyrolean traverse (sliding along a horizontal rope) so the researchers could move between trees without returning to the ground. The inclined Tyrolean made it much faster and more fun to get back to the ground at the end of the day.

Soon entrepreneurs saw the entertainment value and the commercial canopy tour was born. The development of new methods has continued as well, and today there are a number of different ways to explore or exhilarate in the tree-tops.

### **Before Group Arrival:**

**Evaluate and Fill out WWAYT Form** (included in appendix)

This form should be filled out before each tour. It should be used as a guide to make a good decision on whether or not it is a good time to run a tour.

### **Inspect (S.E.E.), report any concerns to a supervisor**

#### **Structures**

All primary zipline structures will be professionally inspected on a regular basis. However, before you take groups out, you should visually inspect structures for any obvious problems that require attention or could prevent use.

Examples of problems to look for:

- Are tree limbs or debris tangled in the zip cables?
- Is there debris on zip platforms?
- Have any brake system cords/pulleys come undone?
- Are guy lines tensioned properly?

#### **Environment**

Check platforms and trails for hazards (i.e., debris, loose rocks/limbs, bee's nests, etc.).

Be aware of weather reports and any potential weather issues you might encounter during the day. Check wind speeds at the start of the day and repeat as needed throughout the day.

#### **Equipment**

Prior to guest arrival each day, organize and inspect all of the equipment that you and guests will use. If any equipment does not meet safety standards, do not permit use – set it aside and identify it to a supervisor for replacement.

#### ***Radios and Phones***

- Test all guide radios and/or phones for battery function and clear transmission/reception.

### *Harnesses*

- Visually inspect webbing straps and cloth panels for wear, fraying, tears, or rodent damage.
- Check buckles for structural damage and smooth operation. Make sure all buckles are properly threaded and correctly oriented.
- Harnesses should be loosened and necessary buckles opened prior to guest arrival.

### *Helmets*

- Visually inspect for integrity – dents, cracks, or other damage.
- Check webbing for wear, fraying, tears, or rodent damage.
- Helmets should be loosened prior to guest arrival for easy fit and adjustment.

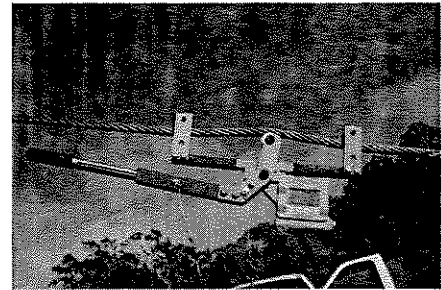
### *Zip Trolleys/Zip Pulleys and tethers*

- Visually inspect overall integrity.
- Inspect any tethers thoroughly for wear, fraying, tears, or rodent damage. Check bar-tacked areas for damage.
- Check that trolley wheels turn smoothly.

### **Other Setup**

If you have a line, or lines that are 1000 ft or longer, check and record line tension for all lines every week. This should be done for the first six months after opening. After that time, checking tension should be part of the monthly check.

- Make sure strand dynamometer is set for proper cable size
- Recorded value should be the average of 2-3 readings taken at least 2 inches apart, refer to dynamometer instruction manual for further information



### **Safety Equipment**

- First aid bags must be complete and in the correct locations
- If the landing area has a short throw rope, and/or a longer retrieval rope they should be visually inspected daily.
- Check all other guide equipment including rescue bags.
- Place all necessary carabiners into take off and landing platforms

### **Running the lines**

- Before the tours start each day, every line must be zipped.

## End of Day Takedown

At the end of the day all equipment should be stored in secure, dry locations.

- Dirty and/or wet equipment should be cleaned and stored so that it will dry.
- All carabiners removed and stored (challenge course, giant swing, zip platforms, etc.)
- Ladders secured for access prevention
- All doors and gates locked, keys secured (if keys are used)
- All brakes should be left in the ready position

## Outfitting Guests

Before guests begin their zip experience, ensure that all guests have signed waivers and have made the lead guide aware (in private if necessary) of any relevant medical issues – for example, recent neck/back injuries, insect sting allergies, severe asthma, etc. Guides will introduce guests to all equipment and proper equipment fit and usage.

### **Harnesses**

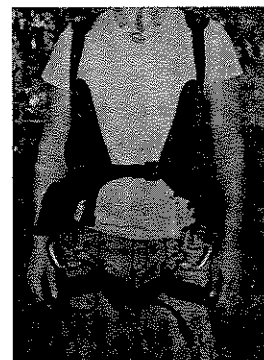
*A variety of harnesses are used on zip line tours. Be sure you understand the proper use of the harness or harnesses that will be used on your tour.*

#### Zip Light harness (modified paragliding “sit” harnesses)

- Orient guests to harness top, bottom, back, and front.
- To put harness on:



- Keeping harness properly oriented, first put feet through leg loops and pull up (like pants)
- Slip arms through shoulder straps.
- Make sure no straps are twisted
- Secure two buckles – one across upper torso, one across lower torso
- Tighten as needed – pull free ends to tighten straps across body and to shorten vertically.



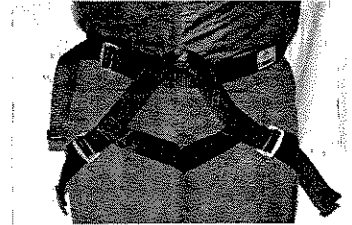
- Proper harness fit:
  - Top half of harness should be comfortably snug. Straps should not be falling off shoulders.
  - Lower half of harness should be looser, to allow harness to accommodate seated position.
  - Leg loops should end at or above knees
  - Leg loops should be wide enough to slide freely up and down thighs.

Once harnesses have been assigned and properly fitted, emphasize to guests that they should not trade with others or make adjustments without consulting a guide.

### Seat Harnesses

It is important to make sure that the waist of the harness fits snug and above the hipbones. This is the most important fit point of a sit harness.

- Have the guest hold the harness by the waist loop with the belay loop in front.
- Be sure the harness is set up right side out (not inside out)
- Next step into through the waist and through each leg and pull it up
- First tighten the waist. Insure the harness is on properly with no twists. If necessary, double back the buckle to secure it and lock the webbing in place.
- After the waist is fitted, adjust the leg straps.
  - Leg straps should fit snug but not too tight.
- If the harness has a built in chest harness, be sure it is tightened and fit properly.
- Double check each harness and you are all set



### Chest Harnesses

There are a number of different chest harnesses on the market. Be sure you are familiar with the harnesses in use at your course. If you have questions, consult with Experiential Resources, Inc. or the manufacturer.

- Put harness on like a vest.
- Adjust all buckles so that the harness fits snug.
- Be sure to double back any buckles where necessary.
- Be sure the harnesses fits properly and will not ride up and choke the participant
- Double check fit.

### Helmets

Helmets are designed to protect the head from impact from above (dropped equipment, tree branches, etc.). For this reason, guests should keep their helmets on at all times, whether or not they are actively zipping. The only exception is if they are standing in an area that is designated as a safe place to remove helmets, and have been told so by a guide.

- Orient guests to helmet front and back – crossed straps go at the back of the head
- Helmet should sit straight and level on the head, just above the eyebrows – not cocked to one side or tilted back.
  - For the Ecrin Roc helmet: Use the wheels on the sides of the helmet above each ear to adjust. Back = tighter, forward = looser. The control on the right hand side controls the strap around the head and the control on the left controls the webbing in the back.
  - For the Petzl Elios helmet, use the single wheel in the back to tighten and loosen. Encourage guests not to over-spin the wheel which leads to breakage.
- Fasten chin clip and adjust chin strap by pulling the webbing through the buckle.
- Proper helmet fit:
  - Helmet should be snug enough to stay in place without the chin strap. It should not be tight enough to cause headache or discomfort.



- There should be room to fit at least one finger between chin strap and neck. Chin strap should not cause discomfort or constrict breathing.
- Head Shake Test – Ask guest to nod head “yes” and shake head “no”. Helmet should not slide around.

### **Zip Trolleys/Zip Pulleys**

Some pulleys will run faster or slower than others. As the tour operates, be sure to create a labeling system so that the guides will know which pulleys are which. Be sure to select pulleys appropriately for guests at all times.

Proper trolley selection is based on guest size/weight as well as wind conditions. Assigning the proper trolley is essential to ensure that all guests maintain safe speeds and reach the receiving platform. Some general guidelines:

- Guests who are particularly small/light may need faster trolleys
- Guests who are particularly large/heavy may need slower trolleys
- Faster trolleys may help with a strong headwind
- Slower trolleys may help with a strong tailwind

Use your judgment to assign trolleys as appropriate. Emphasize that guests should not trade trolleys during the tour, without consulting a guide.

### **Zip Procedures**

#### **SENDING**

Different zip lines may have different setups for sending, based on the environment. When arriving at the sending zone for a particular line, take a moment to acquaint yourself with the features of that particular area:

- Is there a platform, or not?
- Will you need a step-platform to attach trolleys to the cable? Will guests need the step-platform to be hooked in?
- Are there drop-offs or dangerous areas that you and guests should be mindful of?

Instruct guests to be careful of platform edges and to keep clear of the zip zone if they are not the zipper.

#### **Attach pulley and guest to zip line**

Each zip tour is a little different. Be sure you are aware of all sending practices at your tour. Be sure to follow all safety guidelines.

- Attach pulley to the line
- Next attach tethers and guest to the pulley
- Do a 4H(s) check (this is the double check of the system before you send).

### **“4H(s)” check**

Equipment can shift as guests walk around or make their own adjustments (even though you told them not to). Before zipping, guide should re-check all equipment and make sure the guest is ready for the zip experience. The “4H(s)” check involves 4-5 areas – Helmet, Harness, Hardware, Human, and Sit check.

- Helmet – Make sure helmet is snug and properly adjusted; do Head Shake Test.
- Harness – Make sure all buckles are fastened and straps are properly snug
- Hardware – “Squeeze check” locked carabiners; visually check trolley webbing for twists and visually check rapid links
- Human – Talk to the guest: how are they feeling? Are they excited? Nervous? Ready to do this? If a guest is especially frightened or unsure, be sure to talk it over with them and answer their questions before they zip.
- Sit check – On certain tours you will have guest sit down in their harness for a sit check before they zip. Have guest step back from the edge and sit in their harness until it is fully weighted. Check that the loaded harness fits properly; adjust as needed. During the sit test the guest can place their feet on the edge of the platform to fully weight the harness.

*If there is any problem with equipment, or if a guest does not want to continue, radio the Manager and make them aware that you either need a gear replacement (if you do not have spares available), or that you are taking a guest off the tour at a specified location and need someone to come meet the guest and assist them.*

### **Zippering**

Remind guest of zippering instructions:

1. In most cases the guest will want to hold on to the carabiner or tethers holding them to the pulley. They can use the carabiner to orient themselves forward while zippering. They can also let go in some cases.
2. While zippering, face forward as much as possible. Avoid twisting, swinging or jumping. Their head must remain above body at all times.
3. Pay attention to Receiving Guide cues/instructions, especially in the last 1/3 of the zip.
4. Give other necessary instructions depending on the specific line.
5. Have fun!!

### **Communicate with Receiving Guide (RG)**

Before sending a guest on a zipline, it is important to make sure the line is clear and the receiving guide is ready for the guest to zip. In some cases, yelling will suffice. If necessary, radios may need to be implemented in order to efficiently and effectively communicate. Be sure you have a clear and concise. Realize that however you communicate will be heard by many guests and guides.

If you do not use radios, we recommend using the commands:



- Sending Guide: “Zipping?”
- Receiving Guide: “Zip away!”

If you do use radios, you might be in a situation where you cannot see each other. You will need to be sure you identify yourself and identify the other person as well. This can be done with names or positions. For example:

- Sending Guide: “Top of line \_\_\_\_ to bottom of line \_\_\_\_\_. Zipping?”
- Receiving Guide: “Bottom of line \_\_\_\_\_. Zip away!”

Radios should also be used to communicate any special information, like if the line is running fast or slow, etc.

Once you have received a “Zip Away” authorization from the Receiving Guide, you are clear to zip the guest.

Guests should leave the platform when they are ready – no one is ever forced to zip. In a situation where you are in control of the exit (i.e., a guest cannot reach the ground when hooked into the pulley), make sure you have the guest’s agreement before you let go.

If a guest is uncomfortable or unwilling to leave the platform, provide encouragement as necessary and give them a minute or two to work through any anxiety (you can also ask other guests to provide positive, supportive encouragement if appropriate). If a guest is still hesitating after a few minutes, you can give them the option of moving back into the line and delaying their zip.

After sending all guests, sending guides will usually need to zip down the same line to get to the next area. Before leaving a sending area:

- Check for any forgotten guest/guide personal items
- Close and lock (if appropriate) all doors
- Scan the area for any other issues or concerns
- If you are the last tour of the day, consider bringing down equipment if it can be done safely.

*\*Note: You may find in the future that more radio communication is needed. Feel free to add to this procedure to fit the needs of the program. You should be sure that communication is always used.*

## **RECEIVING**

**Receiving Guides will need to be at the receiving platform to assist guests with landing and dismounting. In most situations the receiving guide must zip over first. Guides might need a special guide pulley/trolley, extra equipment, or may need to be closer to the cable.**

- To the best of your abilities, visually inspect the line and landing area to which you are going. Is there anything in the way of the zip corridor? Is there anything on the platform

with which you might collide upon landing? If you have any doubts, DO NOT ZIP until you can confirm it is safe.

- Zip when ready.
- Remove trolley, reset (or set) brake where necessary, make sure area is safe for guests

Upon arrival at receiving area:

Different zip lines may have different setups for receiving, based on the environment. When arriving at the landing zone for a particular line, take a moment to acquaint yourself with the features of that particular area:

- Is there a platform, or not?
- If there is a platform, does it have railings?
- Will you need a step-ladder or block to unhook guests and retrieve trolleys? If so, where is it?
- Is there a brake mechanism? If so, do you need to do something with it?
- Where is the best place to set out your rescue rope(s) or kit for easy access?
- Are there drop-offs or dangerous areas that you and guests should be mindful of? Do you need to clip them in?

Put safety and rescue equipment into position (when applicable):

- Short rescue rope – forward of platform or landing area
- Step-platform – should be clear of the zip lane. This must be kept out of the way when not in use.
- Long rescue rope – out of the way but accessible
- First Aid Kit, Rescue Kit and other gear/packs – out of the way but accessible

### **Pre-Zip**

Ensure zip lane and platform are clear of other guests. You may choose to designate a “waiting” area where guests can safely watch incoming zippers.

### **Communicate with Sending Guide**

The Sending Guide is the one to initiate the zipping communication sequence. Respond using the appropriate commands, when you are ready.

When you respond and allow the sender to send a guest it is extremely important that you **ONLY** respond if you are sure the landing area is completely ready to receive a guest. Do not get in the habit of responding automatically! If there is a problem or if something is not ready, communicate to the SG to “Standby”. Communicate again when the problem/issue is fixed, and repeat the command sequence.

### **Receiving a guest**

Position yourself so that you are clear of the zip lane but close enough to move quickly towards the guest as soon as they land. If there is a fall protection tether on the platform be sure to clip

yourself in before moving around the platform. Keep your eye on the zipper during their entire trip, from when they leave the sending platform until they arrive at the landing zone. Be sure you are standing where the guest will be able to see you and the instructions you give.

Use your judgment to determine what kind of guidance the guest will need as they progress towards the end of the line, especially in the last 1/3 of the zip. The best way to communicate with the zipper will usually be to use exaggerated gestures and to put your body in the position you would like them to copy.

When the guest arrives at the platform, be ready to move in quickly and grab their harness or tethers so that they don't roll backwards. Whenever possible, prevent injury to the guest and yourself by grabbing the straps – NOT the guest's arms/legs.

- Once the zipper is completely stopped, clip them into any fall protection, and then unclip their pulley from the line.
- Hand the pulley to the guest and direct/escort them to the "waiting" area where they can safely watch other incoming zippers.

Once the just-zipped guest is completely clear of the zip lane, prepare the landing zone for the next zipper.

### **Retrievals and Rescues**

From time to time, you may encounter a problem that requires a retrieval or rescue – calm, deliberate, safe actions to provide appropriate aid to a participant in trouble/distress. In some cases, you may have to "emotionally rescue," where you offer verbal help/encouragement/reassurance to a guest who becomes frightened, tired, or uncertain during some aspect of the zip experience. In other cases, a physical retrieval may become necessary. Some examples of a physical retrieval situation:

- A zipper comes to a stop a few feet short of the platform, just out of your arm's reach.
- A zipper comes to a stop in the middle of the zip line, far from either end.
- A guest's hair/clothing/body becomes entangled in the zip equipment.
- A guest experiences a medical emergency (i.e., heart attack, severe allergic reaction, injury) while zipping – time is of the essence.
- A guest becomes unconscious while zipping – time is of the essence.

### **Zipline Retrieval Procedures**

- Receiving guides are initially responsible for retrieving all participants who are stranded on the line. They must always assess their abilities, the situation, and the condition of the participant before going out to rescue them. The simplest solution is always best.
- When there is an emergency or retrieval of any kind on this course, all other activities on the same zip line need to stop until the situation has been resolved to the best of your ability.

- Lead guides are responsible for the management and safety of the group and to assist during the retrieval whenever possible.
- Please refer to the course emergency action plan for procedures on how to respond to a medical emergency.

There are several ways to retrieve a person from the cable when they are stranded on the line. You must always assess the situation, your abilities, and the condition of the participant and proceed accordingly.

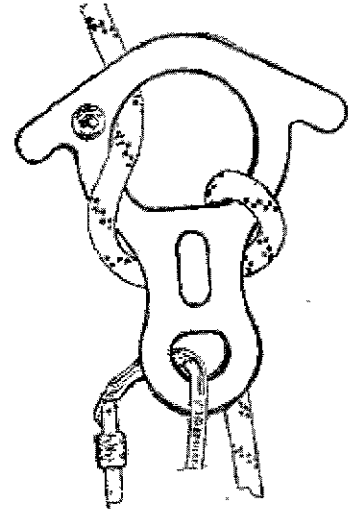
The receiving (lead) guide should retrieve the person from the line following the simplest possible procedure:

1. If the guest is a short distance away follow the following procedures:
  - Try to have the guest rock back and forth to gain enough momentum to get them to slide to the end of the line. This is a **verbal retrieval**; in this case you are not physically assisting in getting the guest to the platform.
  - If that doesn't work, then throw them a short rope or a throw back and pull them in, walk out and grab them if possible, or have them reach out a foot, arm, etc. This is an **assisted retrieval**.
2. If the guest is too far away, and the above options did not work, or are not worth trying, follow the following **physical retrieval** procedure.
  1. Guide carefully and slowly lowers himself/herself hand over hand on the cable and out to the stranded participant using a guide trolley set up.
  2. The guide can clip the participant's harness to their own harness using a short rope. The guide can then carefully bring the participant to the receiving platform by moving hand over hand on the cable (participant is attached to the guide by a short rope).
  3. This process can be made easier using a long length of rope. First, attach the long rope to an anchor point at the platform (the anchor point should be a sturdy part of the platform). Next tie a knot with a bite in the rope about 3-4 feet from the end, and a knot with a bite on the end of the rope. Attach the loop 3-4 feet from the end onto the guide harness. When reaching the participant, clip them into the loop at the end of the rope. Finally, use the rope to return to the platform or have a second guide pull them in rather than moving hand over hand across the line. The guide can use other staff members or participants to pull the pair back to the platform.
  4. In case of an equipment malfunction where the trolley is no longer functioning properly, additional assistance may be needed to pull the guest and guide back to the platform

### **Rescue Bag Set-Up**

- The rope is stacked in the bag so that it may be used without taking it entirely out of the bag first.
- The rope should have a super eight with a back up knot tied on the end in anticipation of use. At the end of the day all knots should be removed for storage.

- One screw gate locking carabiner should be attached to the super 8, left unlocked.
- The rescue 8 should be placed on the rope about 6 feet from the keeper knot. Attached to the figure eight should be one locking carabiner as pictured.
- An auto-locking steel carabiner, with a second rescue figure 8 hanging from it, should be attached to the rope between the super 8 knot and the rescue 8 that is already on the rope.
- An approved cutting device with cutting edge protection should be attached to the bag with 10 to 18 inches of para-cord.
- The etrier should be attached to the rescue bag as well.
- The rescuer should never take a chance of dropping equipment so the rescue bag should be attached to the rescuer with a carabiner or shoulder strap until the system is set up.



### **Static Belay Rescues**

#### ***Conscious Participant***

If a rescue is necessary on a static belay element and the participant is conscious but physically or emotionally unable to continue the rescuer should calmly begin rescue procedures. The rescuer should continually reassure the victim and maintain communication with the participant concerning the rescue efforts.

#### ***Unconscious Participant***

If the participant is unconscious, time is of the essence. The goal is to have victim on the ground within four minutes of the onset of unconsciousness. Application of appropriate first aid begins as soon as the participant is on the ground.

### **Rescue Procedures**

- Survey the scene and be sure it is safe. If it is safe then proceed.
- If necessary, the rescuer designates someone by name to call 911
- If necessary, retrieve the participant from the zip line.
- Check the area below to be sure you can lower the participant into a safe area.
- While on the platform the rescuer attaches a self-locking steel carabiner with the attached rescue eight onto the zip cable.
- Next, use a small accessory cord loop (or prussic loop) that was tied earlier to secure the auto locking carabiner in one place. Loop the accessory cord into a prussic knot on the cable. Attach the end to the carabiner so that it cannot slide out on the line.
- Next, the rescuer will attach the rescue 8 that is on the line to their harness and lock the carabiner. *\*If the person who is being rescued weighs more than twice the*

*amount as the rescuer another rescue 8 can be added into the system on the auto-locking carabiner. This will increase friction, and may increase so much it is hard to lower the participant.*

- The rescuer calls “rope” and then drops the rescue bag into an open area.
- The rescuer attaches the end of the rope with the super eight and the locking carabiner to the belay loop of the participant’s harness. Be sure to lock the carabiner and do a squeeze check.
- Now, the rescuer has the participant weight their harness. If possible, have them hang in their harness just off the platform.
- Then the rescuer takes the slack out of the rope and locks off the belay system. Keep your non-dominant hand on the brake rope at all times. This will keep your dominant hand free to unclip or cut tethers.
- If the tethers can be released, then release one tether after the other. Be sure to explain to them what you are doing.
- After their tethers are released, place both hands on the brake rope and lower them to the ground.
- If you cannot release their tethers, then you will have to cut them.
  - Take out as much slack from the rescue rope as possible. Lock off the rescue rope with your non-dominant hand. It is important that no slack is let out of the system.
  - Next take the shears in your dominant hand and cut the tethers, one after the other.
  - Let go of the shears (they should be clipped onto you in some way) and place both hands on the brake rope.
- If the person is unconscious or injured, spotters should be in position on the ground to receive the participant, with one spotter designated to protect the head and neck.
- If there are participants on the course, the rescuer should remain on the course and assist with their exit.
- When appropriate, the situation may need to be processed by the group.

**The organization’s EAP Protocol should be enacted simultaneously.**

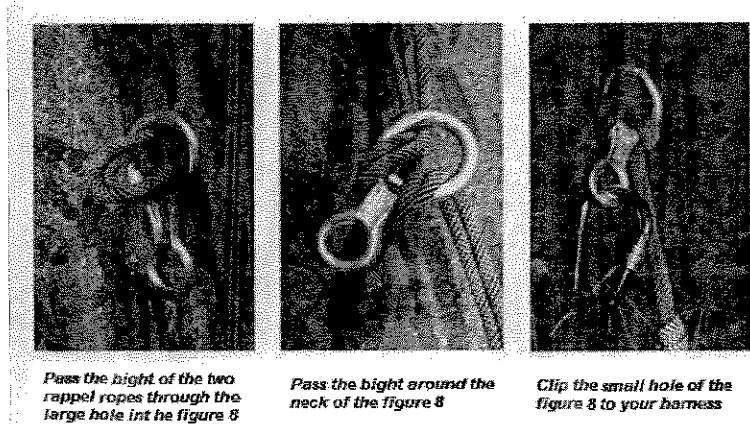
**\*\*Important rescue notes**

- Enlist the help of other participants as needed and when safe. Do not endanger or put participants in harm’s way.
- An additional guide or other staff should be in charge of managing the rest of the group until the retrieval is complete.
- If you have a dual lined course, DO NOT throw a guest a rope if another guest is in the process of zipping, the second guest could become entangled and be seriously injured. Wait until zipping has ceased, then make your throw.

- Ensure all necessary information is communicated to management based on your course's standard operating procedure.
- As soon as possible, complete any required paperwork.

### Self rescue/Rappel

If there is a situation where you have to lower the group down and you are the only one still on the course, or any situation where you need to get to the ground quickly, you can do a double rope rappel using the rescue rope and rescue figure 8.



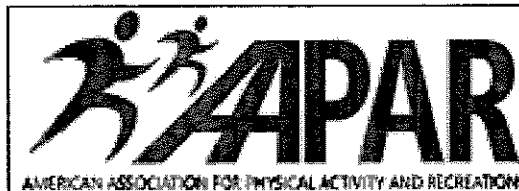
1. First, place the auto locking carabiner in the middle of the rescue rope and attach it to the cable. If necessary, use a prussik cord to hold the carabiner in place so that it doesn't slide down the line.
2. Yell "Rope" and then throw the rest of the rope to the ground. Make sure the rope is not stuck on anything, tree branches, rocks, etc.
3. Double check that both ends of the rope are on the ground. If someone is on the ground, have them double check this for you.
4. Now attach the rescue figure 8 to the lines as pictured above.
5. Attach the figure 8 to your harness.
6. Collect any other items on the platform that should not be left there.
7. Always keeping one hand on the brake end of the rope, rappel down to the ground. Always rappel in a slow, controlled manner.
8. Once on the ground, remove the figure 8 from the system and pull the rope down. This should leave one carabiner on the course to retrieve at another time when appropriate.

## Knots

*Basic Adventure Skills: Knot Tying Made Easy*  
by  
Arnold Dorst, Tom Eynaul, Jeff Gebrie

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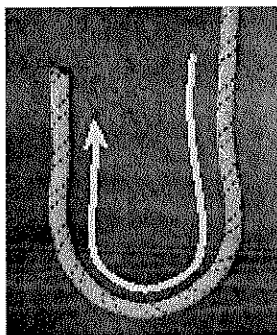
The American Association for Physical Activity and Recreation (AAPAR) is dedicated to enhancing quality of life by promoting creative and active lifestyles through meaningful physical activity, recreation and fitness experiences across the lifespan with particular focus on community-based programs. Whether offering credentials, hosting national conferences, publishing journals, or organizing workshops, AAPAR deliberately includes populations that have traditionally been overlooked: people over fifty, disabled people, previously inactive people, and community residents who are too young or old for school.





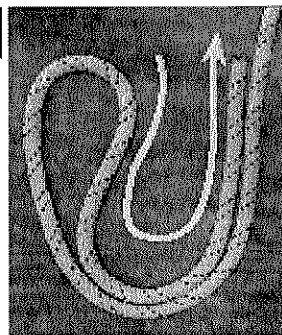
## Figure 8 on a Bight

1.



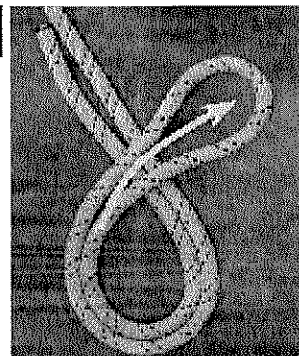
Step 1. Turn one end (*running end*) along side of line (*standing line*) so there is an overlap of two feet or more.

2.



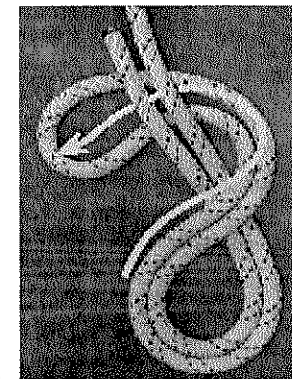
Step 2. Move tip of running end back alongside standing line (*don't cross*) to form a bight that extends one foot or more.

3.



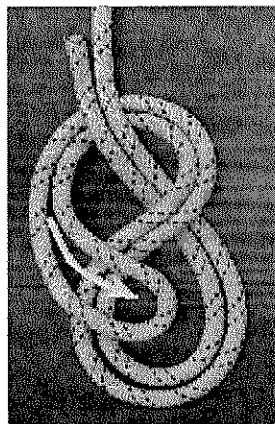
Step 3. Cross bight over standing lines (*both strands*) to form a loop of two strands.

4.



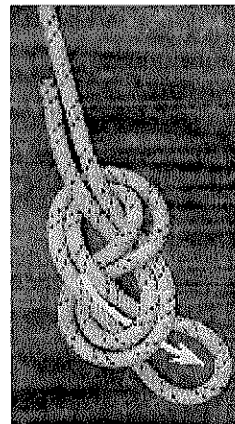
Step 4. Pass bight around and under standing lines (*both strands*) above loop.

5.



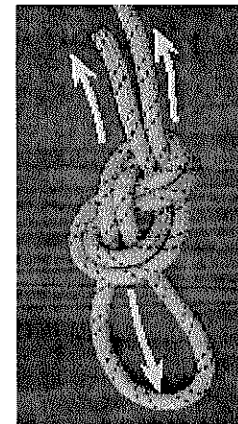
Step 5. Push bight into loop.

6.



Step 6. Pull bight under and out of loop.

7.

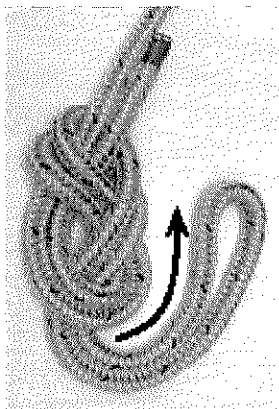


Step 7. Set (*tighten*) Figure 8 on a Bight by pulling bight and opposite two strands.

## Double Figure Eight on a Bight *(Double Figure Eight)*

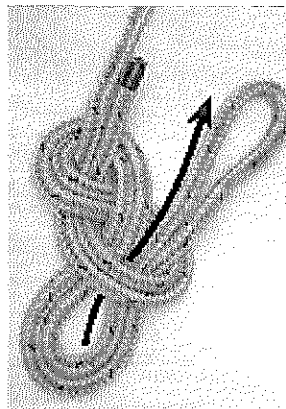
**1.**

Step 1. Tie Figure Eight on a Bight (*bight should be 14" or more*), but do not set (*loosen*). Move bight back alongside itself (*do not cross*).



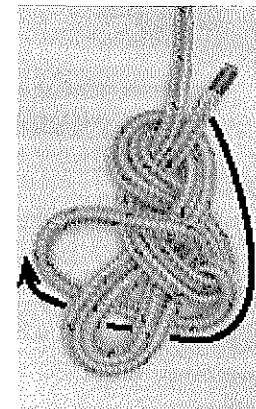
**2.**

Step 2. Push bight into knot, following itself, and pull about half out on the opposite side, forming a single-strand bight on one side of knot and a double-strand bight on the opposite side.



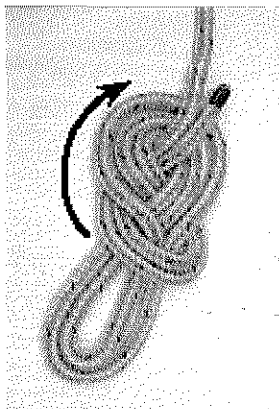
**3.**

Step 3. Pass single-strand bight over double strand bight.



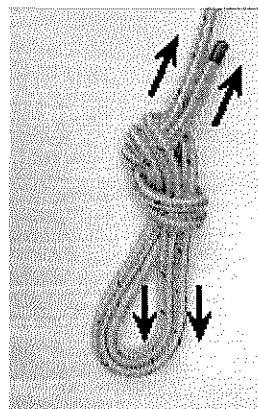
**4.**

Step 4. Continue pulling single-strand bight past knot until it rests on the opposite two strands (*standing lines*).



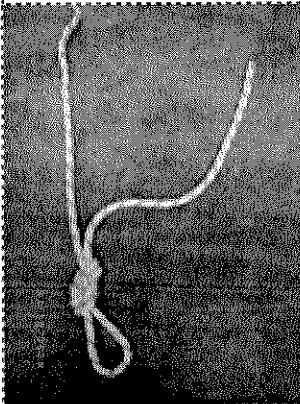
**5.**

Step 5. Holding single-strand bight against standing lines, set (*tighten*) Double Figure Eight on a Bight by pulling double-strand bight and standing lines.

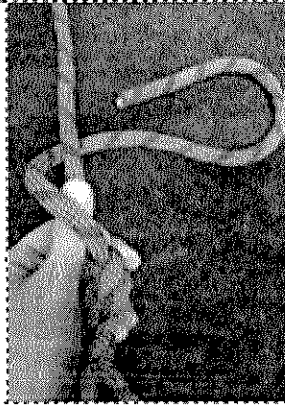


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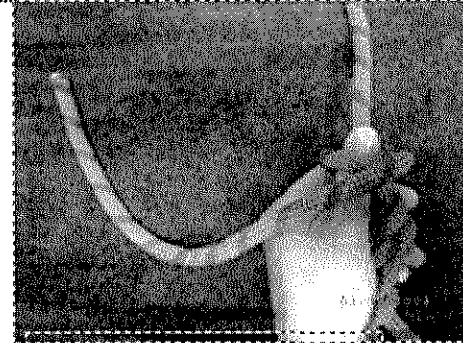
## Finishing Knot



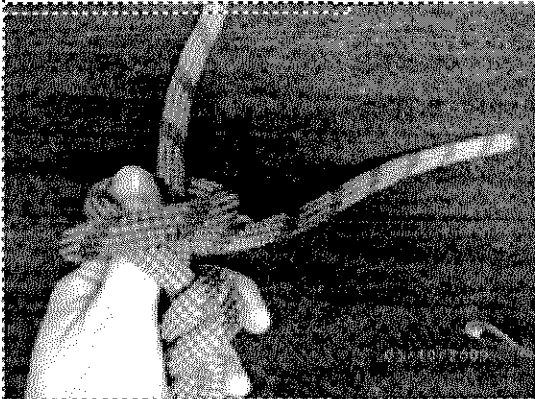
Step 1: Start with approximately 18" of tail (fingertips to elbow) coming out of your figure 8



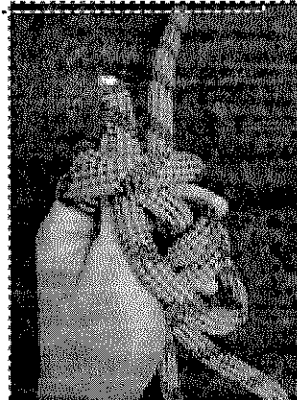
Step 2: Hold figure 8 knot with left hand. Place thumb on working end of rope, lay tail over thumb from right to left. Bring tail under working end.



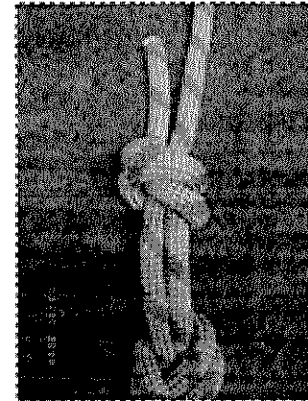
Step 3: Bring tail over thumb from left to right again, creating an X.



Step 4: Bring tail underneath working end.



Step 5: bring tail up through X—directly alongside of thumb and working end.



Step 6: Tighten by pulling tail while holding finishing knot with left hand. Finishing knot should be no more than 4" from figure 8 (1 fist width)

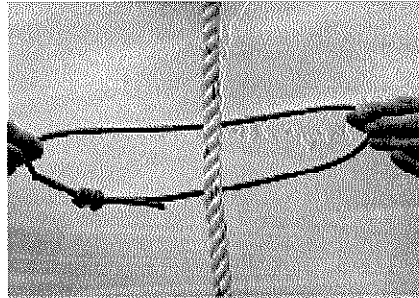
# Prusik Hitch

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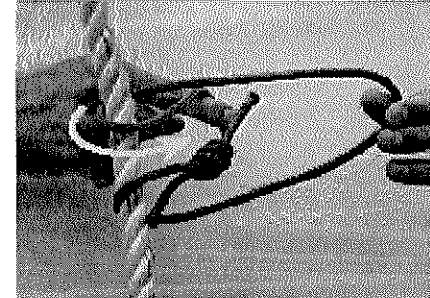
**1.**

**Step 1.** Place Prusik Sling in front of climbing rope with hands at opposite ends. Half of sling is on each side of climbing rope. Position knot on one side midway between hand and climbing rope.



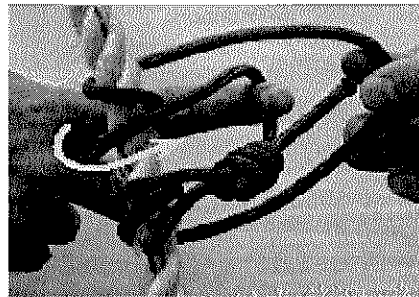
**2.**

**Step 2.** Push side with knot (*running end*) away from body, wrap it behind climbing rope, and pull it back toward body through opposite bight.



**3.**

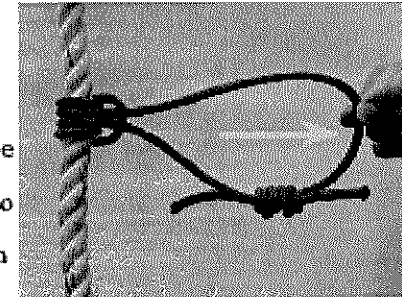
**Step 3.** Wrap running end around climbing rope and through bight a second time.



**4.**

**Step 4.** Release hand from bight and pull running end to side until hitch is set (*tightened*) against climbing rope. Dress hitch so that:

- Two strands of running end lie between other two strands.
- All four strands are parallel with no strands crossing.
- Knot is positioned midway between climbing rope and running end.

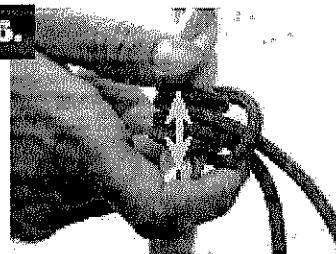


**5.**



**Open.** Push bridge toward running end to open.

**6.**



**Slide.** Slide hitch up or down with hand

**7.**



**Set.** Pull loop to side to set hitch.

## **Operation & Policy**

### **Legal Considerations:**

We live in a litigious society. As challenge course practitioners we must protect ourselves. A large proportion of that protection comes from continuous training. An additional measure of defense comes from knowing the protection that our legal system provides. Be familiar with the following legal terms.

### **Legal Liability for Injuries in Outdoor Adventure Programs:**

*Standard of Care* -What a reasonable and prudent professional would have done in the same situation.

#### *Two types of law*

Criminal Law: Crimes against the state. Adventure Programs usually deal with Civil Law.

Civil Law: Includes everything that is not criminal.

*Tort Liability* – Wrong against a person who suffers damages.

Intentional wrong – i.e., assault, fraud, or misrepresentations that result in actual and punitive damages.

Unintentional wrong – i.e., lack of supervision, carelessness, actual damages paid by the wrongdoer to the one wronged.

### **Elements of Negligence**

A negligent act is one from which a reasonably prudent person would foresee risk or harm through his or her omission or commission of such an act.

An act of omission is something that *should* have been done to protect the individual and *was not* done. An act of commission is when something *was done* but it was done incorrectly. In a court of law, the complaining party must establish and prove the following elements to win a lawsuit for negligence.

*Breach of Duty* – Occurs when a facilitator's conduct is not that expected of a reasonable, competent facilitator, given the same or similar circumstances. This breach can be failing to act, acting inappropriately, or acting beyond the level of certification or training.

*Actual Damages* – The complainant must prove that he or she was damaged.

*Proximate Cause* - The complaining party must prove that the facilitator's actions were the cause of the damages.

### **Defenses Against Negligence**

*Assumption of Risk* – The plaintiff assumes some of the responsibility for their safety during the activity. The informed consent nature of the waiver is an indication the participant understood the risks involved and participated voluntarily.

*Contributory negligence* - When the plaintiff is found to be partially at fault for the injury.

*Comparative negligence* - When both parties are at fault, the injured person can collect at

a prorated basis.

*Act of God* – Something that occurs that a “reasonable and prudent person” could not have foreseen.

### **General Supervision and Specific Supervision**

*General supervision* - entails the leader’s immediate accessibility to anyone in need. The leader must be in the immediate area overseeing the activity.

*Specific supervision* - the leader must be in a specific location and must give specific information about the activity. Specific information includes the participant’s understanding of the activity and the participant’s capacity to do the activity, safety practices, and the potential for changing conditions that could cause possible hazardous situations. Examples of changing conditions include fatigue, or weather.

### **Avoiding Legal Problems**

The manner in which we conduct our activities can have a significant impact on our ability to stay out of legal trouble. The instruction must be clear and progressive in nature. In addition facilitators must model appropriate behavior and procedures. Facilitators must be familiar with standard operating procedure as well as local operating procedure. Acting outside the scope of either set of procedures puts the facilitator and the organization at risk.

### **Risk Management**

#### **Emergency Procedures and Risk Management Plans**

Emergency procedures and routine precautions or risk management plans must be implemented in order to minimize the likelihood of injury and legal repercussions. Some of the areas that should be covered in the plan are

- A plan for supervision.
- Training.
- Safety rules, regulations, and procedures.
- In-service education.
- Inspection schedule and preventative maintenance plan.
- Specific emergency procedures.
- SOP (Standard Operating Procedure) for risk management.

#### **Monthly Inspections**

The inspection needs to be conducted by someone from inside the organization that has been trained. This includes all cables, cable clamps, sleeves, harnesses, webbing, carabiners, belay devices, helmets, cable drops, pulleys, ladders, platforms, staples, washers, nuts on all bolts, trees or telephone poles, first aid kits, back up cables, guy wires, etc. Each item should be examined carefully for signs of wear, rust, cracks, and tears. All nuts and bolts should be checked for tightness. When a course has been inspected, regardless of the level of inspection, if something is found to be incorrect or in need of repair, the element or equipment should not

be used until the situation has been corrected. This inspection needs to be documented.

### **Annual Inspections**

An annual inspection should be done by an outside agency. It is recommended that the annual inspection be conducted by a Professional Vendor Member of the Association of Challenge Course Technology (ACCT). This inspection should be documented and kept as part of the records of the course. In addition many insurance companies may require this type of inspection. Be familiar with your insurance provider's policy requirements.

### **Safety Procedures**

- Facilitators are responsible for participants and therefore have an obligation to anticipate and avoid potential dangers. Participants look to facilitators for informed, professional instruction and guidance so that they can participate in our programs and services in reasonable safety.
- Lead facilitators should be thoroughly acquainted with participant forms prior to the commencement of a program, and ensure that they are complete, and that relevant information is disseminated to staff at a suitable level of confidentiality.
- Participants are entitled to know the nature and scope of risks involved in the program-specific activities before participation. All participants will sign appropriate informed consent and assumption of risk forms.
- Brief all participants about on site and activity risks and safety procedures before they engage in the activity. Do not assume that a potential danger is evident to participants. Discuss the dangers and risks with them until you are confident that each person understands and voluntarily assumes the risks involved. Judgment is crucial in this matter, especially when dealing with hesitant participants. Be as persuasive as possible in an effort to reinforce confidence and to motivate participation. However, do not force a participant to participate and use voluntary participation strategies to negotiate levels of successful participation.
- Common issues that may impact program delivery include, but are not limited to, expectations that:
  - roles and responsibilities for staff and participants are understood - check and recheck
  - instructions are clear and understood - never assume
  - supervision is working - as the degree of risk increases so must the level of supervision
  - equipment and facilities are suitable for a program and that staff and participants know how to use them – inspect carefully
  - hydration and nutrition are the responsibility of participants and facilitators – monitor closely!

## **Safety Briefings**

- Ensure that staff is familiar with and able to execute emergency procedures.
- Brief participants about safety and the conduct of the activity, and offer opportunities to ask questions and clarify procedures.
- Establish a climate of safety and caution including, but not limited to:
  - inherent dangers and preventative information in the area such as flora and fauna, weather, other environmental hazards, etc.;
  - inherent dangers and preventative information about activities such as falling, spotting, buddy systems, etc.
  - program goals and how they relate to specific activities
  - participant agreement
  - participant responsibilities
  - emergency procedures
  - safety equipment use and location.

## **Environmental Hazards**

Every environmental hazard is unique; some are weather related and others are inherent in a location. The decision to continue or move a program, seek temporary shelter, or postpone or cancel a program should be made based on program goals, client characteristics, and the specific environmental conditions both on the site and for traveling to another location. There is no substitute for having a keen weather eye to help anticipate and prepare for inclement weather and for knowing how to recognize the presence of hazardous animals and plants.

Inspect program areas prior to use for signs of dangerous or nuisance flora and fauna, weather damage, and dangerous ground and overhead conditions. Establish activity boundaries that are free from hazards. Inform participants about hazards such as nails, splinters, rocks, and surface roots.

## **Weather-Related Environmental Hazards**

### ***Rain***

Rain, especially heavy rain, increases the likelihood of slipping on wet poles, cables, or ground cover. Heavy rain may be accompanied by heavy winds and lightning, and on occasion may produce rare weather systems like a tornado. Rain does not necessarily indicate that a challenge course program should be cancelled.

### ***Wind***

Heavy wind may pick up debris from the ground cover, making visual supervision difficult and affecting hanging structures by creating difficult situations for climbing. In such cases, the use of high challenge course elements or the Tango Tower may need to be postponed.

### ***Lightning***

Lightning is the leading direct meteorological cause of casualties in the United States. Lightning presents direct danger in three ways: (1) a direct strike, (2) induced currents near a strike, and (3) ground currents. Participants should be instructed about specific lightning drill procedures during the initial safety briefing if a storm is noted. Groups should seek shelter in a nearby building until activity can resume.



## ***Tornados***

The National Weather Service issues two types of information related to tornados: watches and warnings. A tornado watch indicates that conditions are likely to lead to the formation of a tornado. A tornado warning indicates that a tornado has been sighted in the area. Programs should be adapted or cancelled in the event of a tornado watch or warning.

### **If a tornado appears without warning, take the following action:**

- Seek shelter in a safe building, away from windows and doors.
- Lie down in a ditch or other low area.
- Evacuate vehicles.

## ***General procedures***

Adhere to Leave No Trace ethics to minimize contact with flora and fauna.

Move away from animals slowly, while facing the animal, if a sighting/contact takes place.

Know common poisonous flora for the area.

Inspect the site prior to use.

Include information about poisonous flora and hazardous fauna in safety briefings as appropriate.

Suggest "tick-checks" as appropriate.

## **Incident/Accident Reporting**

Accident/incident reports identify trends that require future preventative action, monitor policy and procedures, evaluate program quality, and establish staff training needs.

### **Definitions**

An *accident* refers to a fatality, a disabling injury, or a serious illness for which a participant is transferred to emergency medical care, or visits a hospital or doctor. An *incident* requires first aid to be administered on site, and/or occurs when participation in the program is discontinued for a period of time. The Incident/Accident form is completed for both.

### **Reporting Procedures**

- Staff complete the Incident/Accident Report form.
- Make every effort to obtain the injured party's signature.
- Documentation should be complete, objective, and include a comprehensive description of relevant information. Consider that this document may be used by primary caregivers to make treatment decisions. Therefore write in a clear and professional manner; do not indicate fault or responsibility.
- In the case of an accident where responsibility is transferred to EMS personnel, include the name of EMS personnel and the location of the primary care facility to which the injured party is being transported.
- If the person returns to the program, note the name of the physician giving permission to do so.
- The lead facilitator has the authority to deny or adapt level of participation of a participant who returns to a program and should note such decisions on the form.

## **Emergency Action Plan**

The Emergency Action Plan (EAP) is a set of steps that guide emergency response by providing staff members with relevant, clear information. Every emergency situation is different and requires some degree of judgment. The following process should be used to develop an EAP that permits staff members to exercise professional judgment in the way they respond to a specific situation. The EAP should be implemented for accidents in which a participant is evacuated from the program site to primary medical care or leaves the program site on their own to seek outside medical care. Incidents that require basic first aid do not necessitate implementation of an EAP. Incidents and accidents require the completion of the Incident/Accident Form.

**APPENDIX**

### Rope History Log

Color: \_\_\_\_\_ Type of Rope: \_\_\_\_\_ Label: \_\_\_\_\_  
Purchased From: \_\_\_\_\_ Date of Purchase: \_\_\_\_\_  
Length: \_\_\_\_\_

| Date | # of users | # to date | Group name | Notes | Inst.<br>initials |
|------|------------|-----------|------------|-------|-------------------|
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All ropes should retire after 3 years or 1500 participants (whatever comes first). Pamper pole ropes should retire after 2 years or 1000 (2 rope) or 700 (1 rope) jumps. Alternate end usage. Ropes must pass visual and tactile inspection prior to each use.

This format should be used and evaluated before each group begins the tour.













### Incident/Near Miss Report (circle one)

Instructor's Name \_\_\_\_\_ Date \_\_\_\_\_

Participant's Name \_\_\_\_\_ Age \_\_\_\_\_

Group Name \_\_\_\_\_

Activity \_\_\_\_\_ Group Size \_\_\_\_\_

Lead Facilitator Name \_\_\_\_\_

Detailed Location of Incident \_\_\_\_\_

Time of Incident \_\_\_\_\_ Weather Conditions \_\_\_\_\_

Number of instructors \_\_\_\_\_ Safety instruction/demo given by \_\_\_\_\_

Describe the incident in detail (What happened, What caused the incident/near miss)? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Environmental factors that might have influenced the situation? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

What can you, as an instructor, do to prevent similar incidents in the future? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Other Factors? \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
**Instructor's Signature**

\_\_\_\_\_  
**Date**

\_\_\_\_\_  
**Director's Signature**

\_\_\_\_\_  
**Date**



**Abilities of the Guests:** Every group is different and will have its challenges. Are your guests overweight? Wet? Are they generally unhappy people? Is there anyone in the group that is suffering from an injury? Is the group paying attention? Are they scared? A score of 5 would be the best group that you have ever had. They would be athletic and fit, normal size range, they would pay attention to your instructions and would be wearing the proper attire. A score of 25 would be a group that may contain guest that are overweight, intoxicated, struggling with the walks, complaining, do not get along, etc. Rate the group's abilities and confidence.

5      10      15      20      25                      Total\_\_\_\_\_

**You: Personal Competence.** How are you feeling about everything? Are you just recovering from a cold? Hung over? Angry with your co-workers? Can't remember a certain procedure or just haven't done this job in a couple weeks. Many things contribute to an accident and your judgment is no exception. Please rank your personal competence in leading the tour today using a scale of 5-20. A score of 5 would be 100% and 20 would be questioning whether you should be at work today.

5      10      15      20                      Total\_\_\_\_\_

**Time:** Things won't always go as planned. Tours will leave late and other ones will take too long. Trying to rush a group is frequently a factor in accidents involving adventure activities. Do you have enough time to complete the tour using normal speeds and procedures? Are you going to have to "rush" to release the braking system? Do you feel like the group will be able to keep up with you? Please rate your outlook on the amount of time you have to complete your tour. A 5 would indicate that you actually have more time than you expected and a 25 would indicate that you don't think it's humanly possible to complete the tour in the given amount of time.

5      10      15      20      25                      Total\_\_\_\_\_

Grand Total\_\_\_\_\_

Score of 25-75      No need to be concerned. Remain observant and continue the tour.

Score of 75-150      Consider continuing tour with great caution. Continue to monitor the situation and check in with your guests often. Be open to delays or cancellations even after tour has begun. Check with your supervisor or lead guide to get second opinion.

Score of 150-200+      Great concern. Stop Operation.

## Zipline Skills Checklist

Name \_\_\_\_\_ Date \_\_\_\_\_

Trainer/Tester Name \_\_\_\_\_

Guide candidate should be able to fully explain and demonstrate (where appropriate) the following knowledge and skills

### Morning Setup

- SEE inspections – understanding of components of SEE inspection and explain what to look for
  - Structure
  - Environment
  - Equipment
    - Trolley/Pulley
    - Harness
    - Helmet
    - Carabiners
    - Tethers
- Cable Tension
  - Use of strand dynamometer (if appropriate)
  - Visual Inspection
- Equipment setup
  - Understands what equipment is needed at all locations and why

Set-up Comments:

### General Skills

- Safety briefing
- Guest safety and comfort
- WWAYT Analysis
- Driving Safety
- Ongoing Safety Guidance for Guest

General Skills Comments:

### Receiving Guide Skills

- Platform procedures
  - Fall protection use
  - Guest management
- Receiving guests
  - Ability to perceive and control landing speed (if applicable)
  - Pulley/Trolley removal
- Brake system (if present)
  - Brake operation
- Receiving guide commands
- Ability to send self safely
- Guide Trolley use (if guide trolleys are used at this course)
  - Identification of parts
  - Correct use of trolley and Gri-gri
  - Double check of system before zipping

Receiving Comments:

### Sending Guide Skills

- Platform Safety
  - Fall protection use
  - Guest management
- Guest instructions
- Sending guide commands
- Wind meter use (if applicable)
- Ability to send self safely
- Guest Management and safety
  - Knowledge of guest limits on platforms
  - General guest safety
  - Aware of all guests at all times

Sending Comments:

### Retrieval/Rescue Skills

- Knowledge of procedures
- Short retrievals
- Cable based retrievals
  - Solo
  - Group assisted

- Ability to perform rescue
- Two rope rappel
- Reset rescue kit

Retrieval/rescue Comments:

**Takedown**

- Cleans and stores equipment safely and appropriately
- Removes hardware as appropriate
- Ladders, doors, gates secured

Takedown Comments:

General Comments:

This Guide has      PASSED      NOT PASSED    this skills verification.

Trainers Signature \_\_\_\_\_ Date \_\_\_\_\_



## Challenge Course Facilitator Training Assumption of Risk and Release of Liability

\_\_\_\_\_   
print participant name

\_\_\_\_\_   
print name of group

**Instructions:** Please read this form carefully. Each participant must sign this form or you will not be allowed to participate. Please initial beside each paragraph indicating that you have read and understand each of the components of this form. If you have questions about this form, please direct them to your trainer before signing.

I understand that my participation in programs offered by Experiential Resources, Inc. (ERi) is based on a Participation is Voluntary philosophy. I recognize that the program is designed to use experiential, engaging, teaching techniques, but that my participation is purely voluntary. At all times I will choose my level of participation in any activity.

I understand that climbing, high ropes courses, ground initiatives, and other activities in the training program for which I have enrolled, entails certain risks. Those risks can include increased heart rate, blood pressure, strained or sprained muscles, fractured bones, partial or complete paralysis, heart attacks, psychological injury, death, or any possibility of other serious injuries. **I elect to participate in spite of these risks.**

Therefore, I knowingly and voluntarily assume all risks involved in my participation, and do hereby release ERI and its members, trustees, officers, employees, independent contractors and agents from any and all liability, damages, costs and expenses arising out of or relating to bodily or psychological injury, loss of life or personal property that may occur as a result of participating in this program, regardless of the cause. Should I be injured during this training, I hereby authorize any medical care that is deemed in my best interest.

I furthermore agree to follow ERI safety and facilitation techniques as taught and illustrated during the facilitation training in which I am a participant. I understand that if I vary from these techniques that I may be liable in the event of injury, physical, emotional or otherwise, to my participants. This portion of the agreement shall be in effect from this day forward.

I have read and understand and accept the terms and conditions stated herein and acknowledge that this agreement shall be effective and binding upon the parties during the entire period of participation in the said program. I have informed the ERI trainers in writing on the reverse of this form of any relevant medical conditions that could affect my participation in this program. I am signing this form on my own free will and I am not under duress to sign this form.

I grant the ERI staff and persons acting through them, the right to use, reproduce, assign, and/or distribute photographs, films, videotapes, and sound recordings of myself for use in materials they may create.

\_\_\_\_\_  
Signature of participant (required)

\_\_\_\_\_  
Date

Date of Birth: \_\_\_\_\_

Phone: \_\_\_\_\_

\_\_\_\_\_  
Address

\_\_\_\_\_  
City

\_\_\_\_\_  
State

\_\_\_\_\_  
Zip

Person to be contacted in case of emergency:

Name: \_\_\_\_\_

Home Phone: \_\_\_\_\_

Business Phone: \_\_\_\_\_





## ERI Training Evaluation

**Training Site:**

**Date(s):**

**Type of Training:**

**Trainer(s):**

Please circle the most appropriate answer to the questions below:

1. Professionally, how well did the trainer present him/herself?  
 Poor                  Average                  Above Average                  Outstanding
2. How clear did the trainer present concepts and communicate with the group?  
 Poor                  Average                  Above Average                  Outstanding
3. Did the trainer make the groups physical safety a priority?  
 Poor                  Average                  Above Average                  Outstanding
4. Did the trainer make the groups emotional safety a priority?  
 Poor                  Average                  Above Average                  Outstanding
5. How well did ERI's training meet your technical expectations?  
 Poor                  Average                  Above Average                  Outstanding
6. How well did ERI's training meet your facilitative expectations?  
 Poor                  Average                  Above Average                  Outstanding
7. How well did ERI's manual meet your expectations as a trainee?  
 Poor                  Average                  Above Average                  Outstanding
8. How well do you think ERI's manual will meet your expectations as a facilitator?  
 Poor                  Average                  Above Average                  Outstanding
9. How clearly were the expectations and guidelines of the group presented and discussed?  
 Poor                  Average                  Above Average                  Outstanding

What did you like most about ERI's training?

What did you like least about ERI's training?

What could we do to improve ERI's training?

ERI welcomes any additional comments and insights you wish to share about the trainer.

# Zip Line Tour Exam

Please respond to essay questions in an outline form.

1. Describe the 5 things that MUST be covered during the beginning guest safety briefing:
  
2. What is the minimum breaking strength for personal equipment that we discussed in training?  
a) 28kn b) 5,000 lbs c) 24kN d) 10,000 lbs
  
3. Name 3 items every guide should have with them while leading a tour:
  
4. Which of the following actions could lead to a serious or fatal injury?
  - a) Unclipping yourself or a participant from the tethers before clipping them onto the cable
  - b) Forgetting to do your 4 H Check on each participant
  - c) Not checking to make sure that the carabiners are properly clipped into the trolley (or harness)
  - d) Releasing a participant across the line before checking to make sure the Receiving Guide is ready for them.
  - e) All of the above
  
5. If a participant does not make it across the cable, please describe step by step how this should be handled.
  
6. If there is a medical emergency, what is the first thing you should do?
  - a) Begin administering CPR
  - b) Radio dispatch
  - c) Call 911 on your own
  - d) Check the scene to be sure it's safe and assess what happened
  - e) Ask the participants to stay where they are, and go find help
  
7. If you drop a participant pulley during a tour, it gets damaged, and you don't have a spare, what would you do?

8. What are some things you can do to help a person gain the courage to zip off the first platform?
- a) Show them how the safety gear works so they understand it better
  - b) Let them go in the order they are comfortable with
  - c) Let them feel their weight being held up by the harness
  - d) All of the above
9. How often should you do a SEE inspection?
- a. Everyday
  - b. Every week
  - c. Twice a week
  - d. Once every 3 months
  - e. When it gets cold outside
10. When should a harness be retired? (circle all that apply)
- a. When the webbing is torn
  - b. When it starts smelling bad
  - c. When it has gone past the manufacturers recommended time for retirement
  - d. When it is dirty
  - e. If it gets marker on it
11. Explain the WWAYT Decision making model and why it is important:
12. If a guest refuses to follow instructions and is being difficult, describe the steps you should take in your communication with the guest and the manager if necessary:
13. If you realize that a group is running late because several people took a long time to leave the first platform, how would you recommend handling this situation?
14. What is the maximum weight the cable can hold?
- a) 5,000 lbs

- b) 14,400 lbs
- c) 26,000lbs
- d) 44,000lbs
- e) None of the above

15. What qualities do you think are most important to be successful in this job (besides safety which is always the most important)?

- a) Positive attitude
- b) Kindness
- c) Flexibility
- d) All of the above

16. Please describe in detail the responsibilities of the Sending Guides.

17. Please describe in detail the responsibilities of the Receiving Guides.



## ERi Self-Assessment Form for Zip Lines/Challenge Course

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Training Site: \_\_\_\_\_

Training Hours Completed:   16  

Please describe any previous challenge course or zip line experience or training in the space below:

The following assessment is for you to self-rank your skills. We would like to know how you interpret your level of confidence and competence in the following areas after attending ERI training.

- 1- not very confident
- 2- somewhat confident but require further instruction
- 3- confident but would prefer to have a co-facilitator
- 4- confident and capable of leading or instructing

Please answer each question by circling the number that corresponds with the above classifications. Some technical questions may not apply to the training based on site- specific needs so circle n/a for not applicable.

### Questions 1-8 refer to the challenge course, technical training.

- 1- not very confident
- 2- somewhat confident but require further instruction
- 3- confident but would prefer to have a co-facilitator
- 4- confident and capable of leading or instructing

- |   |             |
|---|-------------|
| 1. I am confident instructing how to put on a harness and helmet. | 1 2 3 4 n/a |
| 2. I am confident tying and teaching a super eight knot.          | 1 2 3 4 n/a |
| 3. I am confident tying and teaching a figure eight retrace knot. | 1 2 3 4 n/a |
| 4. I am confident in setting up the rescue bag.                   | 1 2 3 4 n/a |
| 5. I am confident and competent performing a static belay rescue. | 1 2 3 4 n/a |

|  |   |   |   |   |     |
|--|---|---|---|---|-----|
| 9. I am comfortable sending guest on the zip line.                     | 1 | 2 | 3 | 4 | n/a |
| 10. I am comfortable receiving guest on the zip line.                  | 1 | 2 | 3 | 4 | n/a |
| 11. I am comfortable giving the safety briefing to the guest.          | 1 | 2 | 3 | 4 | n/a |
| 12. I am comfortable with the harness, helmet and trolley procedures.  | 1 | 2 | 3 | 4 | n/a |
| 13. I am comfortable with the braking system procedures and operations | 1 | 2 | 3 | 4 | n/a |
| 14. I am comfortable retrieving guest.                                 | 1 | 2 | 3 | 4 | n/a |
| 15. I am comfortable managing the guests on the platforms              | 1 | 2 | 3 | 4 | n/a |
| 16. I am comfortable performing a S.E.E. Inspection                    | 1 | 2 | 3 | 4 | n/a |
| 17. I am comfortable performing the WWAYT Evaluation                   | 1 | 2 | 3 | 4 | n/a |
| 18. I am comfortable in the use of a guide trolley.                    | 1 | 2 | 3 | 4 | n/a |

***Thank you for attending ERi training. It is our job to provide you with the highest quality of training to continuously meet industry safety standards. At ERI, we build the experience!***

**BEAUFORT COUNTY PUBLIC-PRIVATE VENTURE FOR USE ON PROPERTIES  
ACQUIRED THROUGH THE RURAL AND CRITICAL LAND PRESERVATION  
PROGRAM**

Name of evaluator: Planning Department

**RATING SHEET**

**20** Complete description of how the park will be utilized. **(25 points possible)**

**23** Explanation of how the proposed use of the park will enhance public enjoyment of the natural environment after development occurs. **(25 points possible)**

**24** Business model that outlines the revenues stream and how expenses will be covered stated in the context of what the business model is expected to achieve over the life of the contract. **(25 points possible)**

**22** Contractual language will include sufficient bonding and liability requirements to protect the County and, at the County's option, return the property to its best state at the termination of the contract. **(25 points possible)**

**Total points: 89**



# Town of Port Royal, South Carolina

## Council

Samuel E. Murray  
Mayor

Henry Robinson  
Mayor Pro Tempore

Vernon H. DeLoach  
Mary Beth Heyward  
Joe Lee



December 20, 2011

VIA HAND DELIVERY

Van Willis  
Town Manager

James L. Cadien  
Chief of Police

Jeffrey S. Coppinger  
Daniel G. Lemieux  
Operations

Linda Bridges  
Planning

The Honorable William W. J. Newton  
Chairman, Beaufort County Council  
P. O. Drawer 1228  
Beaufort, South Carolina 29901

The Honorable Gary T. Kubic  
Beaufort County Administrator  
P. O. Drawer 1228  
Beaufort, South Carolina 29901

RE: Town of Port Royal Tax Increment Financing District

Dear Messrs. Newton and Kubic:

The Town Council (the "Town Council") of the Town of Port Royal, South Carolina (the "Town"), has approved the distribution of the Seaport Redevelopment Plan for the Town of Port Royal Tax Increment Financing District dated December 9, 2011 (the "Plan"). At its meeting on December 14, 2011, the Town Council voted to hold a public hearing on the Plan to be held in Town Council's Chambers at 700 Paris Avenue, Port Royal, South Carolina, at 6:30 p.m. on Wednesday, February 8, 2012. Attached hereto is a copy of the Plan and a Notice of Public Hearing.

Section 31-6-80, Code of Laws of South Carolina 1976 as amended, requires that not less than forty-five (45) days prior to the date set for the public hearing, the Town shall give notice to all taxing districts of which taxable property is included in the Redevelopment Project Area (as defined in the Ordinance). You are requested to submit comments concerning the subject matter of the hearing prior to the date of the public hearing. If Beaufort County does not file an objection to the Plan at or prior to the date of the public hearing, Beaufort County is considered to have consented to the Plan and the issuance of obligations to finance the redevelopment projects, provided that the actual term of obligations issued is equal to or less than the term stated in the Notice of Public Hearing. The Town may issue obligations to finance the redevelopment project to the extent that each affected taxing district consents to the redevelopment plan. The tax increment for a taxing district that does not consent to the redevelopment plan must not be included in the special tax allocation fund.

Please acknowledge receipt of this letter by signing the enclosed copy and returning it to me at the address shown above. If you have any questions or comments regarding this matter, please do not hesitate to contact me at (843) 986-2205. In advance, thank you for your continued cooperation with the Town.

Respectfully Submitted,

Milton E. Willis  
Town Manager

Enclosures



**NOTICE OF PUBLIC HEARING**

**TAX INCREMENT FINANCING REDEVELOPMENT PLAN  
FOR THE REDEVELOPMENT OF AREA IN  
THE TOWN OF PORT ROYAL, SOUTH CAROLINA**

Notice of hereby given to all taxing districts that on Wednesday, February 8, 2012, at 6:30 P.M. in Council Chambers, Town Hall, 700 Paris Avenue, Port Royal, South Carolina, the Town Council will hold a Public Hearing.

The purpose of the hearing is to consider the Seaport Redevelopment Plan (the "Plan") and adoption of an ordinance creating a tax increment financing district within the incorporated boundaries of the Town of Port Royal, South Carolina. All interested persons will be given an opportunity to be heard at this public hearing.

Each taxing district affected by the tax increment financing district is requested to submit written comments to the Town of Port Royal, South Carolina, concerning the subject of the hearing. Comments should be submitted on or by February 8, 2012, to Milton E. Willis, Town Manager, 700 Paris Avenue, Port Royal, South Carolina 29910.

Redevelopment projects and improvements will include but not be limited to: Road improvements; water improvements, storm water improvements; curbing improvements; tree, landscaping and pocket park improvements; sidewalk, sign and light improvements; London Park improvements; Paris Park improvements; waterfront promenade improvements; existing wooden pier repair improvements; shrimp/day dock improvements ; and any other public works which may be purchased or constructed pursuant to Section 6-21-50 of the Code of Laws of South Carolina 1976 as amended.

The list of properties in the redevelopment project area as set forth in the Plan are attached as Exhibit A.

The Town of Port Royal, South Carolina, will incur indebtedness for the purpose of redevelopment and that debt service will be provided from the added increments of tax revenues that result from the redevelopment projects. The estimated maximum term of obligations to be issued under the redevelopment plan is 20 years with a maximum amount issued of \$15,000,000. The total expenditures for redevelopment projects will not exceed \$10,000,000 to be funded with one or more issues of tax increment financing bonds and/or the use of current TIF cash revenues. This amount does not include interest expense, including capitalized interest, and other costs associated with the expected tax increment borrowings.

A copy of the Plan is available at the Town Manager's office at Town Hall.

This notice is pursuant to Title 31, Chapter 6, TAX INCREMENT FINANCING FOR REDEVELOPMENT PROJECTS, Code of Laws of South Carolina 1976 as amended.

EXHIBIT A

TOWN OF PORT ROYAL, SOUTH CAROLINA  
TIF REAL PROPERTIES

R110 011 000 084A 0000  
R110 011 000 082A 0000  
R011 011 000 081A 0000  
R110 011 000 080A 0000  
R110 011 000 078A 0000  
R110 011 000 075A 0000  
R110 011 000 0403 0000  
R110 011 000 0249 0000  
R110 011 000 0084 0000  
R110 011 000 0083 0000  
R110 011 000 0079 0000  
R110 011 000 0077 0000  
R110 011 000 0000 0000  
R110 010 000 182F 0000  
R110 010 000 182E 0000  
R110 010 000 182C 0000  
R110 010 000 182A 0000  
R110 010 000 079A 0000  
R110 010 000 0282 0000  
R110 010 000 0202 0000  
R110 010 000 0183 0000  
R110 010 000 0077 0000  
R110 010 000 0075 0000  
R110 011 000 249A 0000  
R110 011 000 0075 0000  
R110 011 000 067A 0000  
R110 011 000 0066 0000  
R110 011 000 0180 0000  
R110 011 000 0326 0000  
R110 011 000 0327 0000  
R110 011 000 0328 0000  
R110 011 000 0079 0000  
R110 011 000 0074 0000

**TOWN OF PORT ROYAL, SOUTH CAROLINA  
SEAPORT  
REDEVELOPMENT PLAN**

Prepared By:

**MuniCap, Inc.**

December 9, 2011

**TOWN OF PORT ROYAL, SOUTH CAROLINA  
SEAPORT  
REDEVELOPMENT PLAN**

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# **TOWN OF PORT ROYAL, SOUTH CAROLINA SEAPORT REDEVELOPMENT PLAN**

## **I. Introduction**

The South Carolina State Ports Authority formerly operated a port facility from properties located in the Town of Port Royal, South Carolina (the "Town"). Port facility operations ceased on these properties in 2004. Since that time, the properties have lain dormant. The Town has studied these properties and has determined that a mixed-use development on these properties would spur economic growth in the Town and enhance the tax base of the taxing districts having jurisdiction over these properties. The Town is considering the use of tax increment financing, as authorized by S.C.Code §31-6-10, et seq (the "Act") for certain infrastructure and other public improvement to encourage the redevelopment of these properties into a mixed-use community (the "Seaport Redevelopment Plan").

To utilize tax increment financing, the Act requires the delineation of a redevelopment project area that meets requirements of the Act and the creation of a redevelopment plan. This document is intended to serve as the Redevelopment Plan required by the Act.

## **II. Statement of Objectives**

Through the implementation of this Seaport Redevelopment Plan, the Town intends to invest in public infrastructure so as to encourage private investment in the redevelopment of the property within the Redevelopment Project Area. The implementation of this Seaport Redevelopment Plan will provide the impetus for

- Removing and alleviating conditions adverse to the redevelopment of the Redevelopment Project Area;
- Attracting jobs to the Town;
- Creating opportunities for commercial activity to locate within the Town;
- Controlling sprawl through successful master planning efforts;
- Embracing and strengthening adjacent neighborhoods;
- Promoting public access to and use of waterfront areas; and
- Enhancing the tax base of the Town and other taxing entities.

The duration of this Seaport Redevelopment Plan is for the period of time to collect twenty years of tax increment revenue, beginning upon the issuance of an obligation supported by the tax increment revenue in accordance with the Act.

## **III. Description of Boundaries of the Redevelopment Project Area**

The Redevelopment Project Area boundary is established by the property lines of existing real estate parcels identified by the Beaufort County parcel identification numbers shown in Table A below and the abutting publicly owned rights-of-way, whether open or closed.

**Exhibit A**, attached hereto, is a map generally delineating the Redevelopment Project Area.

The Redevelopment Project Area is approximately 320 acres, including wetlands and publically owned right of way. The entire Redevelopment Project Area is located within the Town.

**Table A**  
**Tax Parcels Comprising the Redevelopment Project Area**

| <i>Parcel ID</i>       | <i>Owner</i>                         |
|------------------------|--------------------------------------|
| R110 011 000 084A 0000 | South Carolina State Ports Authority |
| R110 011 000 082A 0000 | South Carolina State Ports Authority |
| R011 011 000 081A 0000 | South Carolina State Ports Authority |
| R110 011 000 080A 0000 | South Carolina State Ports Authority |
| R110 011 000 078A 0000 | South Carolina State Ports Authority |
| R110 011 000 075A 0000 | South Carolina State Ports Authority |
| R110 011 000 0403 0000 | South Carolina State Ports Authority |
| R110 011 000 0249 0000 | South Carolina State Ports Authority |
| R110 011 000 0084 0000 | South Carolina State Ports Authority |
| R110 011 000 0083 0000 | South Carolina State Ports Authority |
| R110 011 000 0079 0000 | South Carolina State Ports Authority |
| R110 011 000 0077 0000 | South Carolina State Ports Authority |
| R110 011 000 0000 0000 | South Carolina State Ports Authority |
| R110 010 000 182F 0000 | South Carolina State Ports Authority |
| R110 010 000 182E 0000 | South Carolina State Ports Authority |
| R110 010 000 182C 0000 | South Carolina State Ports Authority |
| R110 010 000 182A 0000 | South Carolina State Ports Authority |
| R110 010 000 079A 0000 | South Carolina State Ports Authority |
| R110 010 000 0282 0000 | South Carolina State Ports Authority |
| R110 010 000 0202 0000 | South Carolina State Ports Authority |
| R110 010 000 0183 0000 | South Carolina State Ports Authority |
| R110 010 000 0077 0000 | South Carolina State Ports Authority |
| R110 010 000 0075 0000 | South Carolina State Ports Authority |
| R110 011 000 249A 0000 | South Carolina State Ports Authority |
| R110 011 000 0075 0000 | Town of Port Royal                   |
| R110 011 000 067A 0000 | Town of Port Royal                   |
| R110 011 000 0066 0000 | Town of Port Royal                   |
| R110 011 000 0180 0000 | Town of Port Royal                   |
| R110 011 000 0326 0000 | Town of Port Royal                   |
| R110 011 000 0327 0000 | Town of Port Royal                   |
| R110 011 000 0328 0000 | Town of Port Royal                   |
| R110 011 000 0079 0000 | Town of Port Royal                   |
| R110 011 000 0074 0000 | Town of Port Royal                   |

Access to the Redevelopment Project Area is available from existing roadways, including 7<sup>th</sup> Street, 8<sup>th</sup> Street., 9<sup>th</sup> Street, 10<sup>th</sup> Street, 11<sup>th</sup> Street, 12<sup>th</sup> Street, 13<sup>th</sup> Street, 14<sup>th</sup> Street, 15<sup>th</sup> Street., Paris Avenue, Madrid Avenue, Edinburg Avenue, Ritter Circle, and Ribaut Road.

As of December 7, 2011, no one resides within the Redevelopment Project Area.

#### **IV. Qualification of the Redevelopment Project Area**

A review and study of the properties within the Redevelopment Project Area reveals the redevelopment potential of these properties is hampered and impaired by deleterious conditions affecting them and the improvements thereon, to include:

- Age
- Dilapidation
- Obsolescence
- Deterioration
- Excessive vacancies
- Deleterious land use or layout
- Depreciation of physical maintenance
- Lack of necessary transportation infrastructure
- Static or declining land values

A review and study of the properties in the Redevelopment Project Area reveals the Area is blighted, as defined in the Act. Because of these conditions private initiatives are unlikely without substantial public investment in the infrastructure as set out in this Plan. Without such investment, the redevelopment of the Redevelopment Project Area in a manner that the Town finds desirable will be stalled and property values within the Redevelopment Project Area will likely remain static or decline. The implementation of this Seaport Redevelopment Plan is in the interest of the health, safety, and general welfare of the citizens of the Town

#### **V. General Land Uses and Description of the Proposed Development**

Allowed land uses for the properties in the Redevelopment Project Area are varied, and include, but are not limited to:

- Single family detached homes
- Single family attached homes
- For sale condominium units
- For rent apartment units
- Retail
- Office
- Restaurant
- Hotel
- Marina, including dry stack, general dock facilities, and slips
- Government and institutional uses
- Parks and recreation

Port Royal Redevelopment Group, LLC, the contract purchaser of property owned by the S.C. State Ports Authority in the Redevelopment Project Area, estimates unit counts and square footage of development within the Redevelopment Project Area as shown below in Table B.

**Table B**  
**Estimated Development within the Redevelopment Project Area**

| <i>General Land Uses</i>  | <i>Estimated Units/Square Footage</i> |
|---|---------------------------------------|
| <b>Residential</b>  | <i>(units)</i>                        |
| Single family homes condominiums  | 325                                   |
| Apartments  | 100                                   |
| <b>Sub-total residential</b>  | 425                                   |
| <b>Commercial</b>   | <i>(square feet)</i>                  |
| Retail  | 74,500                                |
| Office  | 37,250                                |
| Restaurant  | 53,250                                |
| Hotel (200 rooms)   | 120,000                               |
| Marina  |                                       |
| Dock (1,200 linear feet)  |                                       |
| Dry stack   | 50,000                                |
| Slips   | 224                                   |
| <b>Sub-total commercial</b>   | 335,000                               |
| All information provided Port Royal Redevelopment Group, LLC, contract purchaser of property in the Redevelopment Project Area owned by the S.C. State Ports Authority. |                                       |

The anticipated development uses and estimated quantity of units and square footage are likely to adjust to market conditions.

**VI. Redevelopment Projects**

The Town has identified certain projects that warrant public investment so as to enhance the opportunity of private investment in the Redevelopment Project Area (collectively the “Redevelopment Projects”) as listed and described below:

**Road Improvements**

Roads improvements include the construction of new public roads, estimated at over 11,000 linear feet of new roads. Road improvements include all phases of road construction, including but not limited to clearing, grading and paving. Road improvements also include the refurbishment of existing roadways within the Redevelopment Project Area.

**Water Improvements**

Water improvements include the construction of additional waterlines, estimated at over 9,000 feet, to serve the real property in the Redevelopment Project Area.

**Sewer Improvements**

Sewer improvements include the construction of additional sewer lines, estimated at over 7,000 feet, to serve the real property in the Redevelopment Project Area.



**Storm water Improvements**

Storm water improvements include all aspects of standard storm water infrastructure, including but not limited to earth work, silt fences, clearing & grubbing, curb inlets, and sub grade drains.

**Curbing Improvements**

Curbing improvements include the construction of curb and gutter, estimated at over 15,000 linear feet of curb and gutter.

**Tree, Landscaping, and Pocket Park Improvements**

Tree improvements include the movement and replanting of existing trees and the acquisition and planting of additional trees on public real property. Landscaping improvements include various landscaping materials, including but not limited to plants, grasses, and fences, on public real property. The Pocket Park improvements may include but are not limited to plazas, fountains, landscaping, pavilions, gazebos, shelters, boardwalks, promenades, open lawn and other recreational facilities.

**Sidewalks, Signs, and Light Improvements**

Sidewalks, signs and light improvements include sidewalks, signs and lights on public real property throughout the Redevelopment Project Area.

**London Park Improvements**

The London Park improvements may include but are not limited to plazas, fountains, landscaping, pavilions, gazebos, shelters, boardwalks, promenades, open lawn, parking and other recreational facilities.

**Paris Park Improvements**

The Paris Park improvements may include but are not limited to plazas, fountains, landscaping, pavilions, gazebos, shelters, boardwalks, promenades, open lawn and other recreational facilities.

**Waterfront Promenade Improvements**

Waterfront promenade improvements include the construction of a public waterfront promenade.

**Existing Wooden Pier Repair Improvements**

Existing wooden pier repair improvements includes removing dilapidated portions and replacing with new timbers and hardware.

**Shrimp/Day Dock Improvements**

Shrimp/day dock improvements include the refurbishment of the existing shrimp docks and the construction of additional shrimp docks and or day dock facilities, all to be publicly owned.

All Redevelopment Projects shall be publicly owned and sited in accordance with the requirements of the Act.

All Redevelopment Projects shall be constructed in accordance with applicable procurement policies of the Town.

It is anticipated that the Redevelopment Projects will be constructed in multiple phases. Projects per phase and their priority of construction will be developed by a representative of the initial purchaser(s) of the properties in the Redevelopment Project Area that are owned by the S.C.State Ports Authority and Town staff for review and approval of Town Council. Provided that the maximum cost of \$10,000,000 for all Redevelopment Projects, in the aggregate, is not exceeded, the Town may add other projects that meet the requirements of the Act to the list of Redevelopment Projects.

**VII. Estimated Cost of the Redevelopment Projects**

Estimated costs of the same Redevelopment Projects provided by the Town are shown in Table C below.

**Table C**  
**Estimated Costs of the Redevelopment Projects**

| <i>Redevelopment Project</i>                              | <i>Estimated Costs</i> |
|---|------------------------|
| Infrastructure:   |                        |
| <i>Roads</i>  | \$4,140,000            |
| <i>Water</i>  | \$865,000              |
| <i>Sewer</i>  | \$587,500              |
| <i>Storm water</i>  | \$1,130,000            |
| Curbing   | \$160,000              |
| Trees, Landscaping, and Pocket Parks                      | \$1,085,000            |
| Sidewalks, signs, and lights                              | \$500,000              |
| London Park (9.7 acres)                                   | \$27,500               |
| Paris Park (1 acre)                                       | \$500,000              |
| Waterfront promenade                                      | \$750,000              |
| Existing wooden pier                                      | \$70,000               |
| Shrimp/day dock rehabilitation (Dockside Village)         | \$185,000              |
| <b>Total estimated cost of the Redevelopment Projects</b> | <b>\$10,000,000</b>    |

The actual costs of the Redevelopment Projects may vary from the estimated costs shown in Table C above because of general economic and design factors that cannot be known at this time. The estimated costs shown in Table C are not limits on the amount that may be spent on the specified Redevelopment Project. The expenditure on the Redevelopment Projects will be limited to \$10,000,000, in the aggregate, exclusive of capitalized and general interest expense, issuance costs and professional services related to the formulation and implementation of this Redevelopment Plan and the issuance of obligations under this Plan.

Maintenance of the Redevelopment Projects will reside with the owner thereof. Tax increments generated from the Redevelopment Project Area may be utilized for maintenance costs to the extent available after full payment for the Redevelopment Projects and the obligations issued to provide funding for the Redevelopment Projects.

## **VIII. Description of Financing**

### **A. Anticipated Source of Funds to Pay the Costs of the Redevelopment Projects**

Pursuant to the Act, the Town may commit the incremental tax revenues as a source of payment for Redevelopment Projects and to support obligations issued to provide funds for the cost of the Redevelopment Projects. It is anticipated that the Town will issue obligations authorized by the Act to fund some or all of the Redevelopment Projects. It is further anticipated that the Town will utilize incremental tax revenues not used for the payment of obligations authorized by the Act to fund the costs of Redevelopment Projects through payment of 1) the direct costs of Redevelopment Projects on a pay-as-you-go basis; 2) the reimbursement of payments made to fund Redevelopment Project Costs; and 3) the reimbursement of payments made to fund debt service on tax increment obligations when tax increment revenues are insufficient to fully pay the debt service on tax increment finance obligations. To these ends, the Town may establish one or more project accounts for the accumulation of funds to pay such costs.

### **B. Issuance of Tax Increment Finance Obligations**

Tax increment obligations issued by the Town to fund or partially fund the Redevelopment Projects will be secured by the incremental tax revenues (as hereafter described). It is anticipated that the debt obligations will be issued in phases over the term of this Plan. The Redevelopment Projects funded by each debt obligation will be developed by a representative of the initial purchaser(s) of the properties in the Redevelopment Project Area that are owned by the S.C.State Ports Authority and Town staff for review and approval of Town Council. All debt obligations shall mature within twenty years of the date of the first debt obligation. The details of each debt obligation shall be prescribed by one or more separate ordinances of the Town Council. The estimated total amount of indebtedness to be incurred is \$15,000,000.

### **C. Sources for the Repayment of Tax Increment Finance Obligations**

Pursuant to the Act, tax increment revenues resulting from increases in the assessed value of the properties within the Redevelopment Project Area may be utilized for the purpose of paying the Redevelopment Project Costs, which may include obligations incurred that support the Redevelopment Projects. The sources of funds available for the repayment of the proposed tax increment finance obligations include tax increment revenues and potentially other sources. The Town's obligation for the repayment of the tax increment finance obligations that it issues is limited to the committed tax increment revenues (detailed below) and any other revenues specifically pledged.

Pursuant to the Act, following the Town's approval of this Seaport Redevelopment Plan by ordinance, the Beaufort County auditor will determine and certify the most recently ascertained assessed value of all taxable real property within the Redevelopment Project Area, as of the date of the adoption of the ordinance. For each property, this value is the "initial assessed value." The combined total of the "initial assessed value" for all real property within the Redevelopment Project Area will equal the "total initial assessed value."

Pursuant to the Act, after the issuance of obligations, the increase in assessed value of property within the Redevelopment Project Area will be calculated on an annual basis for twenty full

years by subtracting the total initial assessed value from the total current assessed value of the property in the Redevelopment Project Area. Collected ad valorem property taxes resulting from this increase in assessed value will be deposited into a special tax allocation fund. Collected ad valorem property taxes attributable to the total initial assessed value will be transferred to the Beaufort County Treasurer and paid by the Beaufort County Treasurer to the respective taxing districts in the manner required by law in the absence of the adoption of this Redevelopment Plan.

The assessed value of the property in the Redevelopment Project Area, as of January 1, 2011, as reported by the Beaufort County Assessor, is shown in Table D below.

**Table D**  
**Tax Year 2011 Redevelopment Project Area Assessed Value**

| <i>Parcel ID</i>       | <i>Owner</i>                         | <i>Assessed Value<sup>1</sup></i> |
|------------------------|--------------------------------------|-----------------------------------|
| R110 011 000 084A 0000 | South Carolina State Ports Authority | \$0                               |
| R110 011 000 082A 0000 | South Carolina State Ports Authority | \$0                               |
| R011 011 000 081A 0000 | South Carolina State Ports Authority | \$0                               |
| R110 011 000 080A 0000 | South Carolina State Ports Authority | \$0                               |
| R110 011 000 078A 0000 | South Carolina State Ports Authority | \$0                               |
| R110 011 000 075A 0000 | South Carolina State Ports Authority | \$0                               |
| R110 011 000 0403 0000 | South Carolina State Ports Authority | \$0                               |
| R110 011 000 0249 0000 | South Carolina State Ports Authority | \$0                               |
| R110 011 000 0084 0000 | South Carolina State Ports Authority | \$0                               |
| R110 011 000 0083 0000 | South Carolina State Ports Authority | \$0                               |
| R110 011 000 0079 0000 | South Carolina State Ports Authority | \$0                               |
| R110 011 000 0077 0000 | South Carolina State Ports Authority | \$0                               |
| R110 011 000 0000 0000 | South Carolina State Ports Authority | \$0                               |
| R110 010 000 182F 0000 | South Carolina State Ports Authority | \$0                               |
| R110 010 000 182E 0000 | South Carolina State Ports Authority | \$0                               |
| R110 010 000 182C 0000 | South Carolina State Ports Authority | \$0                               |
| R110 010 000 182A 0000 | South Carolina State Ports Authority | \$0                               |
| R110 010 000 079A 0000 | South Carolina State Ports Authority | \$0                               |
| R110 010 000 0282 0000 | South Carolina State Ports Authority | \$0                               |
| R110 010 000 0202 0000 | South Carolina State Ports Authority | \$0                               |
| R110 010 000 0183 0000 | South Carolina State Ports Authority | \$0                               |
| R110 010 000 0077 0000 | South Carolina State Ports Authority | \$0                               |
| R110 010 000 0075 0000 | South Carolina State Ports Authority | \$0                               |
| R110 010 000 249A 0000 | South Carolina State Ports Authority | \$0                               |
| R110 011 000 0075 0000 | Town of Port Royal                   | \$0                               |
| R110 011 000 067A 0000 | Town of Port Royal                   | \$0                               |
| R110 011 000 0066 0000 | Town of Port Royal                   | \$0                               |
| R110 011 000 0180 0000 | Town of Port Royal                   | \$0                               |
| R110 011 000 0326 0000 | Town of Port Royal                   | \$0                               |
| R110 011 000 0327 0000 | Town of Port Royal                   | \$0                               |
| R110 011 000 0328 0000 | Town of Port Royal                   | \$0                               |
| R110 011 000 0079 0000 | Town of Port Royal                   | \$0                               |
| R110 011 000 0074 0000 | Town of Port Royal                   | \$0                               |
| <b>Total</b>           |                                      | <b>\$0</b>                        |

<sup>1</sup>Source: Beaufort County Assessor's office.

Upon the approval of this Seaport Redevelopment Plan by ordinance, the Beaufort County Auditor will determine and certify the current assessed value of the properties to establish the initial assessed value for each of these real properties.

Of the collected ad valorem property taxes deposited into the special tax allocation fund, the tax increment to be committed to the Redevelopment Projects and obligations incurred to fund the Redevelopment Projects will equal the sum of: 1) all of the tax increment resulting from the Town's millage; 2) all of the tax increment resulting from Beaufort County's combined millages; 3) all of the tax increment resulting from Beaufort County School District's millages, excluding the operating millage applied to real property assessed at 4%, and can be calculated by the following formula:

$$A = \{(B - C) \times (D + E + F) \div 1,000\} + \{(B - C - G) \times H \div 1,000\}$$

Where the terms have the following meanings:

- A = the tax increment committed to the Redevelopment Projects and obligations incurred to fund the Redevelopment Projects
- B = annually calculated current assessed value in the Redevelopment Project Area
- C = "total initial assessed value"
- D = Town of Port Royal millage
- E = Beaufort County combined millages
- F = Beaufort County School District millages excluding the operating millage
- G = annually calculated current assessed value in the Redevelopment Project Area resulting from 4% assessed real property
- H = Beaufort County School District operating millage

These calculations will be performed on an annual basis to determine the amount of each year's incremental real property tax to be committed for the Redevelopment Projects and obligations incurred to fund the Redevelopment Projects.

To the extent any portion of the collected ad valorem taxes annually deposited into the special tax allocation fund includes monies generated from applying Beaufort County School District operating millage to properties within the Redevelopment Project Area that are assessed at 4%, such monies shall be disbursed from the special tax allocation fund to the Beaufort County School District.

Prior to or concurrently with the formal approval of this Redevelopment Plan, the Town may enter into separate agreements with either or both Beaufort County or Beaufort County School District imposing additional terms and conditions upon that taxing district's participation in the implementation of the Redevelopment Plan.

Based on current development and appraised value estimates provided by the Port Royal Redevelopment Group, LLC, the projected appraised value of the real property in the Redevelopment Project Area, after the completion of the anticipated private development, is projected to equal \$190,935,000, excluding inflation. Based on current development and appraised value estimates provided by the Port Royal Redevelopment Group, LLC, the projected assessed value of the real property in the Redevelopment Project Area, after the completion of the anticipated private development, is projected to equal \$9,419,400, excluding inflation. Based on current development and appraised estimates provided by the Port Royal Redevelopment Group, LLC, the projected annual incremental assessed value and annual tax increment,

assuming inflation, to be committed for the purpose of paying the costs of the Redevelopment Projects, including the payment of the obligations incurred that support the Redevelopment Projects, are shown in Table E below.

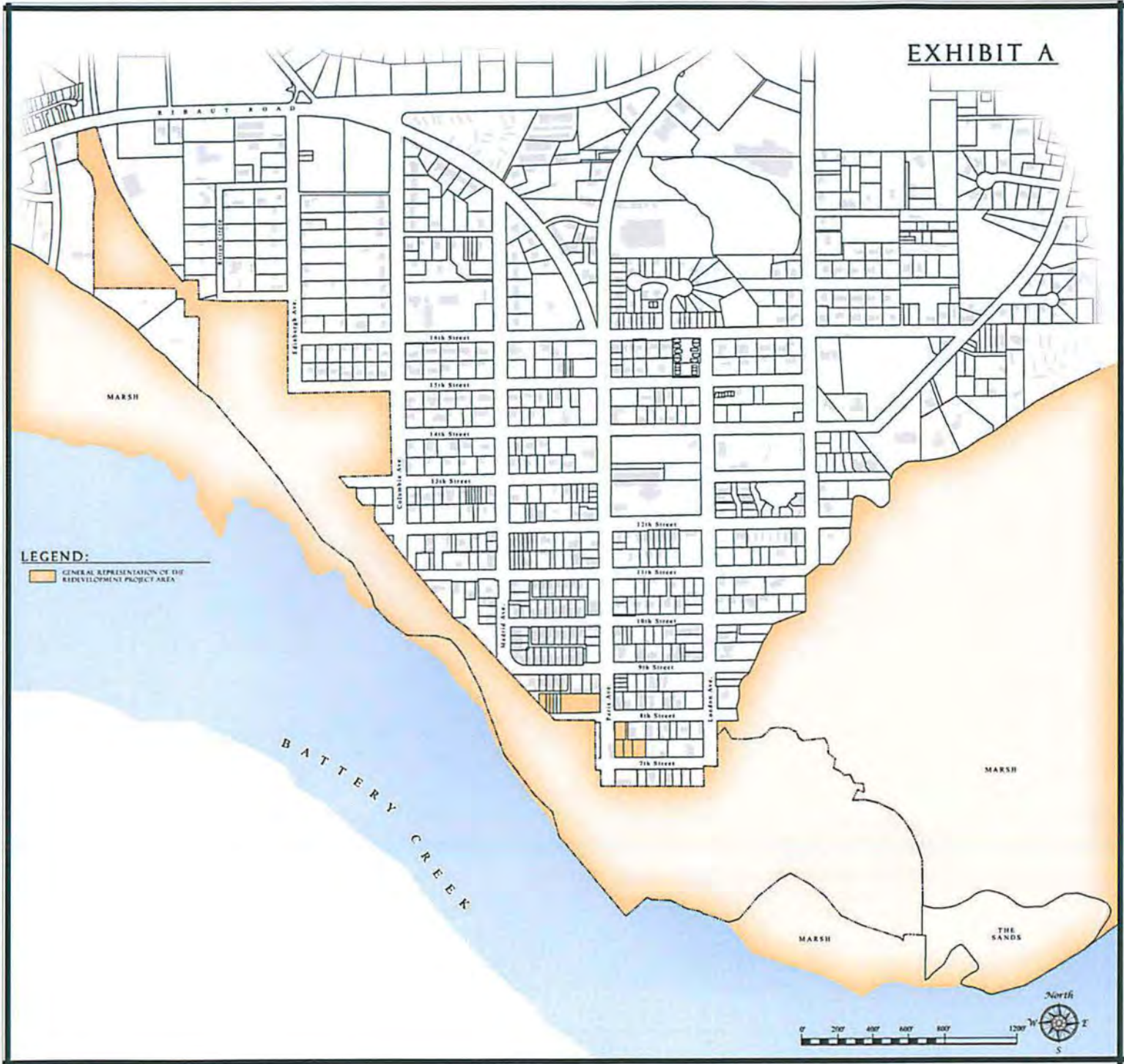
**Table E**  
**Projected Assessed Value & Projected Committed Tax Increment**

| <i>Fiscal Year Ending</i> | <i>Total Incremental Assessed Value</i> | <i>Total Incremental Tax Revenues</i> |
|---------------------------|---|---------------------------------------|
| 30-Jun-13                 | \$1,020,000                             | \$236,640                             |
| 30-Jun-14                 | \$1,165,500                             | \$270,396                             |
| 30-Jun-15                 | \$1,568,260                             | \$341,223                             |
| 30-Jun-16                 | \$2,396,560                             | \$520,482                             |
| 30-Jun-17                 | \$3,155,860                             | \$693,407                             |
| 30-Jun-18                 | \$5,509,760                             | \$1,279,748                           |
| 30-Jun-19                 | \$5,894,760                             | \$1,391,407                           |
| 30-Jun-20                 | \$7,369,036                             | \$1,559,496                           |
| 30-Jun-21                 | \$8,633,268                             | \$1,792,193                           |
| 30-Jun-22                 | \$9,821,592                             | \$2,003,596                           |
| 30-Jun-23                 | \$10,366,947                            | \$2,125,849                           |
| 30-Jun-24                 | \$10,366,947                            | \$2,168,366                           |
| 30-Jun-25                 | \$11,449,330                            | \$2,212,213                           |
| 30-Jun-26                 | \$11,449,330                            | \$2,256,457                           |
| 30-Jun-27                 | \$11,449,330                            | \$2,301,587                           |
| 30-Jun-28                 | \$11,449,330                            | \$2,347,618                           |
| 30-Jun-29                 | \$11,449,330                            | \$2,394,571                           |
| 30-Jun-30                 | \$12,644,368                            | \$2,442,942                           |
| 30-Jun-31                 | \$12,644,368                            | \$2,491,801                           |
| 30-Jun-32                 | \$12,644,368                            | \$2,541,637                           |

**IX. Estimate of Economic Impact**

This Seaport Redevelopment Plan and the private investment it will spawn are expected to result in a positive impact upon the tax revenues of all taxing districts having jurisdiction within the Redevelopment Project Area both during the term of this Redevelopment Plan by virtue of increased personal property tax revenues, and after, when these districts will receive the full benefit of tax revenues from properties whose assessed values will have been substantially increased because of the private investment resulting from the construction of the Redevelopment Projects. This Seaport Redevelopment Plan and the private investment it will spawn are expected to result in new businesses, growth opportunities for existing businesses, a revitalized tourist economy and increased job opportunities in the Town and northern Beaufort County.

EXHIBIT A



LEGEND:  
GENERAL REPRESENTATION OF THE REDEVELOPMENT PROJECT AREA





# **TAX INCREMENT FINANCING PLAN (TIF)**

## **Port of Port Royal Redevelopment**



# Explanation of How a Tax Increment Financing District Works

1. A TIF district is created. It includes a list of properties and a map of those properties. Only those properties, and potential subdivisions within those properties, pay taxes towards the capital improvement plan.
2. The increment is the portion of the taxes collected that can be used to pay for the projects.
3. The increment is defined as that increase in value above the original base value that generates additional tax dollars.
4. The taxes paid by those properties to the Town, County, and School District are used to fund a predetermined list of publicly owned capital projects.
5. The funds are typically borrowed for terms of anywhere from 10 to 20 years. The taxes collected pay the debt service.



# Definition of Blighted Area

"Blighted area" means any improved or vacant area within the boundaries of a redevelopment project area located within the territorial limits of the municipality where the following characteristics exist:

- ✓ Age
- ✓ Dilapidation
- ✓ Obsolescence
- ✓ Excessive vacancies
- ✓ Deleterious land use or layout
- ✓ Depreciation of physical maintenance
- ✓ Lack of necessary transportation infrastructure
- ✓ Static or declining land values



# Current State of the Port





# Eligible Projects for TIF Funding

- ✓ **“Redevelopment project” means:**
  - Buildings , Water, Sewer, Storm Drainage Facilities
  - Street and Road Construction, Parking facilities,
  - Tourism and recreation-related facilities
- ✓ **Any project or undertaking authorized under Section 6-21-50 also may qualify as a redevelopment project**
- ✓ **All the projects are to be publicly owned.**
- ✓ **Redevelopment Projects may be located outside of the redevelopment area:**
  - Provided the municipality makes specific findings of benefit to the redevelopment project area and;
  - The project area is located within the municipal limits.



# Expenditures Covered in the Law

## Eligible Redevelopment Project Costs include:

- ✓ The total of all reasonable or necessary costs incurred or estimated to be incurred
- ✓ Any costs incidental to a redevelopment project. The costs include, without limitation:
  - Costs of studies and surveys, plans, and specifications
  - Professional service costs including, but not limited to,
    - Architectural, engineering, legal, marketing, financial, planning, or special services
  - Property assembly costs including, but not limited to,
    - Acquisition of land and other property, real or personal rights or interest therein
    - Demolition of buildings, and the clearing and grading of land.

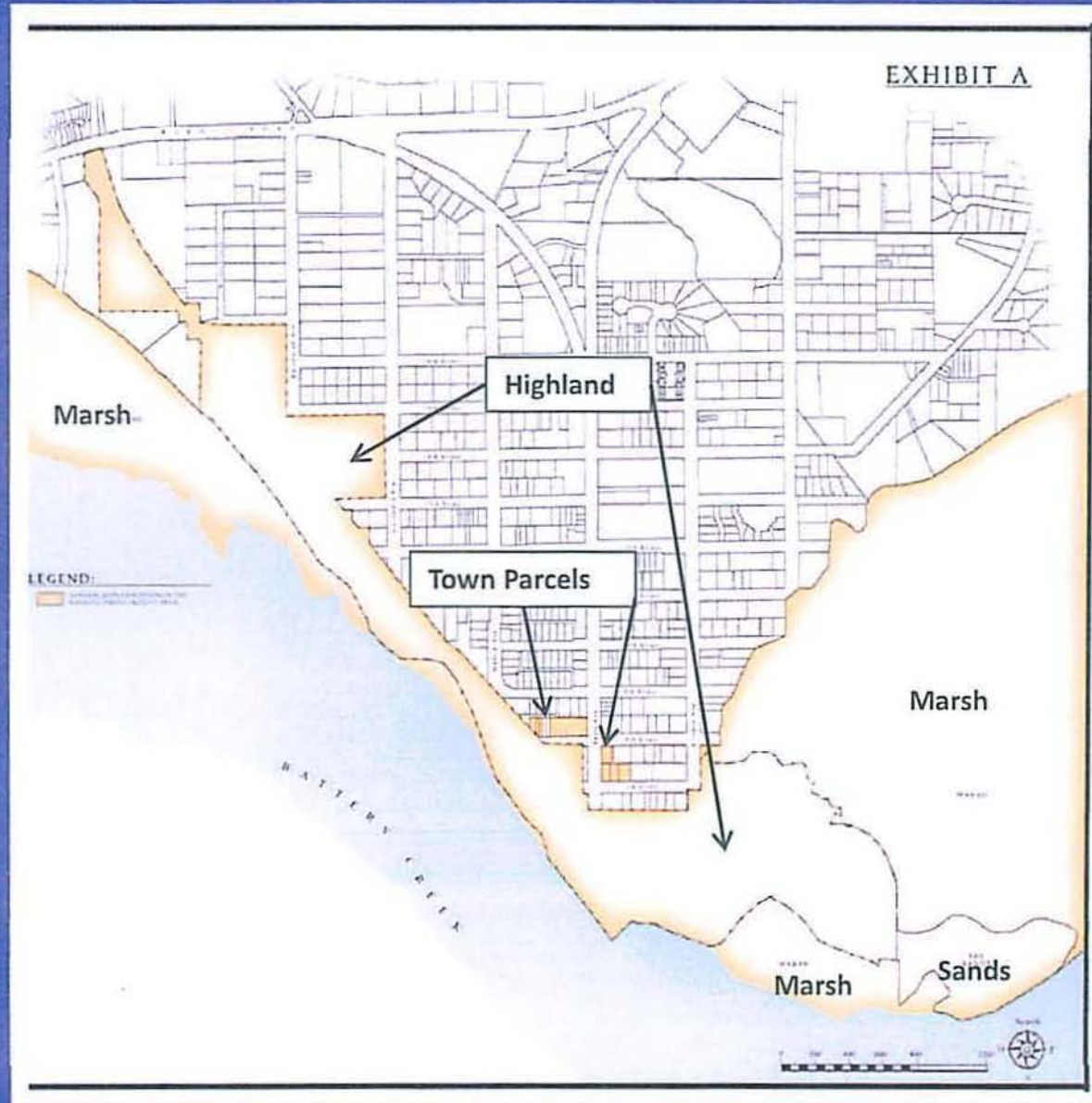


# Expenditures Covered in the Law

- ✓ Costs of rehabilitation, reconstruction, repair, or remodeling of a redevelopment project.
- ✓ Costs of the construction and long-term maintenance of a redevelopment project.
- ✓ Financing costs including all necessary and incidental expenses related to the issuance of obligations and which may include payment of interest on any obligations during the estimated period of construction of any redevelopment project for which the obligations are issued and including reasonable reserves related thereto.
- ✓ Relocation costs including relocation or removal costs of federal, state, or local government facilities or activities, to the extent that a municipality determines that relocation costs must be paid or required by federal or state law.



# TIF Boundary Map





# Port of Port Royal Redevelopment Plan

(All Phases - 20 Year Plan)

## Redevelopment Project Infrastructure      Estimated Costs(All Phases)

|   |                     |
|---|---------------------|
| • Roads   | \$4,140,000         |
| • Water   | \$865,000           |
| • Sewer   | \$587,500           |
| • Storm water   | \$1,130,000         |
| • Curbing   | \$160,000           |
| • Trees, Landscaping, and Pocket Parks                                | \$1,085,000         |
| • Sidewalks, signs, and lights  | \$500,000           |
| • London Park (9.7 acres)   | \$27,500            |
| • Paris Park (1 acre)   | \$500,000           |
| • Waterfront promenade  | \$750,000           |
| • Existing wooden pier  | \$70,000            |
| • Shrimp/day dock rehabilitation (Dockside Village)                   | \$185,000           |
| • <b>Total estimated cost</b><br><b>of the Redevelopment Projects</b> | <b>\$10,000,000</b> |



# Overall TIF Development Plan – Port Redevelopment

To Ribaut Road

Roadway & Sidewalks

Stormwater System

Shrimp/Day Dock Rehab

Pocket Parks/Open Space

Waterfront Promenade

London Ave. Park

Paris Ave. Park

Existing Wooden Pier Repair

Google earth





# **Phase I TIF Projects and Financing Plan**



# Phase I Proposed Public Infrastructure Projects

## Redevelopment Project Infrastructure

## Estimated Costs(Phase 1)

|   |                    |
|---|--------------------|
| • Roads   | \$2,200,000        |
| • Water   | \$27,500           |
| • Storm water   | \$181,500          |
| • Curbing   | \$49,500           |
| • Trees, Landscaping, and Pocket Parks                              | \$220,000          |
| • Sidewalks, signs, and lights                                      | \$149,000          |
| • London Park (9.7 acres)   | \$27,500           |
| • Paris Park (1 acre)   | \$480,000          |
| • Waterfront promenade  | \$220,000          |
| • Existing wooden pier  | \$70,000           |
| • <b>Total estimated cost<br/>of Phase I Redevelopment Projects</b> | <b>\$3,625,000</b> |



# Phase 1- TIF Development Plan – Port Redevelopment





# PHASE 1 IMPROVEMENTS

## Road Improvements - \$2,200,000

- Estimated at 3,200 linear feet of new roads.
- Road improvements include all phases of road construction
- Road improvements will stretch from the corner of 15<sup>th</sup> and Edinburgh, extending down through Bluff Neighborhood, Marina Village and into the Port Village.

## Curbing - \$49,500

- Phase One curb improvements is estimated at 3400 feet. Curbing will done at the entrance of Edinburgh and 15<sup>th</sup>, and also expand the entire length of the Marina Village.



# PHASE 1 IMPROVEMENTS

## **Stormwater - \$181,500**

- Storm water improvements include all aspects of storm water infrastructure, including but not limited to earth work, silt fences, clearing and grubbing, curb inlets, and sub grade drains. Phase One storm water improvements are mostly for the Marina Village

## **Water - \$27,500**

- Phase One water improvements will consist of approximately 5 ten inch sleeves under the road right away for future expansion and development



# PHASE 1 IMPROVEMENTS

## **Paris Avenue Park - \$480,000**

- The Paris Avenue Park shall include a +/- 1.0 acre civic open space. The Park may include but not be limited to plazas, fountains, landscape, pavilions, gazebos, shelters, boardwalks/promenades and open lawn for community events, parking and other recreational facilities

## **London Avenue Park - \$27,500**

- Initial site cleanup. Take the existing stockpile material on site, clean, spread and grass area behind the OCRM Critical Line.



# PHASE 1 IMPROVEMENTS

## **Waterfront Promenade - \$220,000**

- Phase One waterfront promenade will be approximately 1500 linear feet.

## **Sidewalks, Signs and Lights - \$149,000**

- Phase One will have approximately 4000 feet of sidewalk including both sides of the street. This area will include from Edinburgh down through Marina Village to the beginning of the Port Village

## **Rehab on existing wooden pier - \$70,000**

- Work will involve removing existing dilapidated cross members on support piles for the existing Sands Beach Boardwalk and replacing them



# PHASE 1 IMPROVEMENTS

## Tree Improvements / Pocket Parks / Landscaping - \$220,000

- Tree improvements include the movement and replanting of existing trees and the acquisition and planting of additional trees (min. 4" DBH) on public real property. Phase One tree improvements includes approximately 20 new trees planted throughout the Redevelop site, mostly dispersed along the promenade in the Port Village.

**Total Estimated Project Costs: \$3,625,000**



# Phase I Proposed TIF Financing Plan

- ✓ Phase 1 of the Redevelopment Projects will be funded from a tax increment borrowing
- ✓ Borrowing will not to exceed \$4,000,000 in net proceeds for Redevelopment Projects
- ✓ Yearly Debt Service Costs will not exceed the projected current yearly Tax Revenues generated by the property



# Next Steps in the Process

- ✓ Determine the best means to obtain financing
- ✓ Determine:
  - Interest Rate, Term and Conditions
  - Available Tax Revenues
  - Maximum amount to borrow
  - Revisions to Phase I Project List if needed
- ✓ Gain Beaufort County and Beaufort County School Board agreement on TIF participation
- ✓ Prepare Financing Ordinance for first reading in January 2012
- ✓ Set schedule for Public Hearings on TIF and Financing Plans

Proposed Language for Budget Ordinance Amendment:

SECTION 4. COUNTY OPERATIONS APPROPRIATION

An amount of \$96,303,492 is appropriated to the Beaufort County General Fund to fund County operations and subsidized agencies as follows:

- A. \$42,258,749 - Public Safety
- B. \$20,899,225 - General Government
- C. \$15,834,749 - Public Works
- D. \$13,800,362 -
- E.

The detailed Operations budget containing line-item accounts by department and/or agency is hereby adopted as part of this Ordinance.

SECTION 5. COUNTY OPERATIONS REVENUES

The appropriation for County Operations will be funded from the following revenues sources:

- A. \$72,130,243 to be derived from tax collections;
- B. \$ 2,567,500 to be derived from fees for licenses and permits;
- C. \$ 7,422,875 to be derived from Intergovernmental revenue sources;
- D. \$11,226,774 to be derived from charges for services;
- E. \$ 953,000 to be derived from fines and forfeitures' collections;
- F. \$ 141,000 to be derived from interest on investments;
- G. \$ 705,600 to be derived from miscellaneous revenue sources;
- H. \$ 1,156,500 be derived from inter-fund transfers;

Additional operations of various County departments are funded by Special Revenue sources. The detail of line-item accounts for these funds is hereby adopted as part of this Ordinance.

SECTION 10. AUTHORIZATION TO TRANSFER FUNDS

In the following Section where reference is made to "County Administrator" it is explicit that this refers to those funds under the particular auspices of the County Administrator requiring his approval.

Transfers of monies/budgets among operating accounts, capital accounts, funds, and programs must be authorized by the County Administrator or his designee, upon the written request of the Department Head. Any transfer in excess of \$25,000 must be authorized by County Council, or its designee.

Transfer of monies/budgets within operating accounts, capital accounts, funds, and programs must be authorized by the County Administrator or his designee, upon written request of the Department Head. The County Administrator, or his designee, may also transfer funds from any departmental account to their respective Contingency Accounts. All transfers among and within accounts in excess of \$25,000 are to be reported to County Council through the Finance Committee on a quarterly basis.





County Council of Beaufort County  
Hilton Head Island Airport – [www.hiltonheadairport.com](http://www.hiltonheadairport.com)  
Beaufort County Airport – [www.beaufortcoairport.com](http://www.beaufortcoairport.com)  
Post Office Box 23739 – 120 Beach City Road  
Hilton Head Island, South Carolina 29925-3739  
Phone: (843) 255-2950 Fax: (843) 255-9424

TO: Councilman Stu Rodman, Chairman, Finance Committee

VIA: Gary Kubic, County Administrator *GKubic*  
Bryan Hill, Deputy County Administrator *BHill*  
David Starkey, Chief Financial Officer *DStarkey*  
Rob McFee, Director, Engineering and Infrastructure Division *Rob McFee*

FROM: Paul Andres, Director of Airports *PA*

SUBJ: **Hilton Head Island Airport Passenger Facility Charge (PFC) Program**

DATE: January 3, 2012

**BACKGROUND.** PFC Programs provide a means to generate funds to help pay for airport capital improvements. They do so by applying a \$4.50 per ticket surcharge for passengers departing from the airport. FAA review and approval is required for implementation. The Hilton Head Island Airport has had PFC Programs in the past, but currently does not have one in place. This new PFC Program will be used to generate revenue to reimburse the County's cost for previously completed airport capital improvements and to fund the Airport's 2.5% matching share for future capital improvements as recommended in the recent Master Plan Update. A total of 22 projects have been identified for funding with a combined total cost of \$2,711,322.00. Based on current and forecast enplanement figures, this revenue will need to be collected over a 10 ½ year period. The Airports Board favorably endorses the establishment of a new PFC program for the Hilton Head Island Airport.

**FUNDING.** PFC Programs are designed to generate revenue for airport capital improvement projects.

**RECOMMENDATION.** That the Finance Committee approve and recommend that County Council approve the establishment of a new PFC Program for the Hilton Head Island Airport as described in the attached presentation.

PAA/paa

Attachment: HXD PFC Program Presentation

# **Hilton Head Island Airport Passenger Facility Charge (PFC) Program**

presentation

to

Beaufort County Finance Committee

January 17, 2012



# PFC Program Timeline

- Airline Consultation Meeting – 11/02/11
  - US Airways
  - Delta Air Lines
- 30-Day comment period closed – 12/02/11
- Beaufort County Airports Board Meeting – 12/15/11
- Beaufort County Finance Committee Meeting – 01/17/12
- Beaufort County Council Meeting – 01/23/12
- Submittal to FAA for Approval – 01/24/12

# PFC Program

- 22 Projects (Total)
- 7 Reimbursement Projects
- 16 Impose/Use Projects
- 6 Impose Only Projects
- Proposed Implementation Date – 04/01/12
- Estimated Expiration Date – 11/01/22



# PFC Program Projects

| PFC Project  | County Share | Project Type | Airline Disagreement |
|--|--------------|--------------|----------------------|
| ATCT Land Acquisition (Reimbursement)                    | \$744,699    | Impose/Use   | No                   |
| ATCT Construction (Reimbursement)                        | \$440,000    | Impose/Use   | No                   |
| Runway 03/21 Widening (Reimbursement)                    | \$123,000    | Impose/Use   | No                   |
| New ARFF Vehicle (Reimbursement)                         | \$53,549     | Impose/Use   | No                   |
| New ARFF Building (Reimbursement)                        | \$79,423     | Impose/Use   | No                   |
| Update Airport Master Plan (Reimbursement)               | \$17,457     | Impose/Use   | No                   |
| Runway 03 20:1 Tree Removal (Reimbursement)              | \$31,264     | Impose/Use   | No                   |
| Runway 21 Tree Obstruction Removal (On- and Off-Airport) | \$113,380    | Impose/Use   | No                   |
| Commercial Service Terminal Renovation                   | \$170,000    | Impose/Use   | No                   |
| Land Acquisition for Airfield Deficiency Correction      | \$180,000    | Impose/Use   | No                   |
| Airfield Deficiency Correction                           | \$51,035     | Impose Only  | No                   |



# PFC Program Projects

| PFC Project  | County Share       | Project Type | Airline Disagreement |
|--|--------------------|--------------|----------------------|
| Runway 03 EMAS   | \$50,000           | Impose Only  | No                   |
| Runway Extension Benefit Cost Analysis/<br>Environmental Documentation | \$14,552           | Impose/Use   | No                   |
| Land Acquisition for Runway Extension and<br>Road Relocation           | \$275,000          | Impose/Use   | No                   |
| 700' Runway Extension Design and<br>Construction                       | \$56,130           | Impose Only  | No                   |
| 400' Runway Extension Design and<br>Construction                       | \$23,125           | Impose Only  | No                   |
| Runway 21 EMAS   | \$50,000           | Impose Only  | No                   |
| Relocation of Beach City Road Design and<br>Construction               | \$18,750           | Impose Only  | No                   |
| Runway 03 34:1 Obstruction Removal (Trees)                             | \$37,500           | Impose/Use   | No                   |
| Runway Safety Area (East-West) Drainage                                | \$82,500           | Impose/Use   | No                   |
| Transitional Surface Obstruction Removal<br>(Trees)                    | \$50,000           | Impose/Use   | No                   |
| PFC Preparation  | \$49,958           | Impose/Use   | No                   |
| <b>Total:</b>  | <b>\$2,711,322</b> |              |                      |



# PFC Revenue Forecast

| Year | Projected Enplanements | Gross PFC Revenue @ \$4.50 | Airline Retains \$0.11/ Enplanement | Net PFC Revenue to HXD | Cumulative Total |
|------|------------------------|----------------------------|-------------------------------------|------------------------|------------------|
| 2006 | 62,022                 |                            |                                     |                        |                  |
| 2007 | 55,930                 |                            |                                     |                        |                  |
| 2008 | 53,107                 |                            |                                     |                        |                  |
| 2009 | 52,740                 |                            |                                     |                        |                  |
| 2010 | 57,131                 |                            |                                     |                        |                  |
| 2011 | 55,536                 |                            |                                     |                        |                  |
| 2012 | 57,548                 | \$258,966                  | \$6,330                             | \$252,636              | \$252,636        |
| 2013 | 58,946                 | \$265,257                  | \$6,484                             | \$258,773              | \$511,409        |
| 2014 | 59,155                 | \$266,195                  | \$6,507                             | \$259,688              | \$771,097        |
| 2015 | 60,860                 | \$273,868                  | \$6,695                             | \$267,173              | \$1,038,270      |
| 2016 | 61,663                 | \$277,482                  | \$6,783                             | \$270,699              | \$1,308,970      |
| 2017 | 62,620                 | \$281,788                  | \$6,888                             | \$274,900              | \$1,583,869      |
| 2018 | 63,874                 | \$287,431                  | \$7,026                             | \$280,405              | \$1,864,274      |
| 2019 | 64,754                 | \$291,391                  | \$7,123                             | \$284,268              | \$2,148,543      |
| 2020 | 65,859                 | \$296,366                  | \$7,244                             | \$289,121              | \$2,437,664      |
| 2021 | 66,926                 | \$301,168                  | \$7,362                             | \$293,806              | \$2,731,470      |
| 2022 | 67,919                 | \$305,635                  | \$7,471                             | \$298,164              | \$3,029,634      |

Note: Enplanements are based on US Airways data only.

# PFC Reconciliation with Projects

| <b>Year</b> | <b>Estimated Revenue Forecast</b> | <b>PFC Total</b>     |
|-------------|-----------------------------------|----------------------|
|             |                                   | <b>\$2,711,322</b>   |
| 2012        | \$252,636                         | \$2,458,709          |
| 2013        | \$258,773                         | \$2,199,936          |
| 2014        | \$259,688                         | \$1,940,248          |
| 2015        | \$267,173                         | \$1,673,075          |
| 2016        | \$270,699                         | \$1,402,376          |
| 2017        | \$274,900                         | \$1,127,476          |
| 2018        | \$280,405                         | \$847,071            |
| 2019        | \$284,268                         | \$562,803            |
| 2020        | \$289,121                         | \$273,682            |
| 2021        | \$293,806                         | \$20,147 (remaining) |
| 2022        | \$298,164                         |                      |