



Brand Positioning CRITERIA

June 2015





Criteria Explanation – June 2015

The purpose of this document is to present you with a summarized version of the Brand Criteria that was finalized earlier this year. Presented here is only the written criteria for each position. There are more detailed descriptions available on eKamp that include:

- The importance and benefits for the guest.
- The actions – “How to get it done” – to take to achieve the goal, by using detailed drawings available on eKamp, or contact information for a supplier where an item can be ordered.
- The estimated cost. In most cases, a range is given. In other cases, we may simply state that the cost varies so much that a range would not be relevant. Where purchased materials are required, the materials cost is variable.
- Pictures that match our vision of the requirement. It should be noted, though, that not everything in the picture may be part of the requirement.

For RV sites, there is a minimum number of certain types of RV sites. The natural question is, “What defines an RV site, for the purpose of determining the total?” We consider a powered site, used for short term RV stays, as an RV site. For example, if a KOA has 120 sites with power, but 20 of them are **always** used as long term sites, then the KOA would have 100 total RV sites. Overflow and specifically-designed tent sites (even if they have power) are not considered an RV site.

A term you’ll read is, “in your peak season.” The “peak season” term is used when we describe some facility requirements, because these requirements only make sense when you are the busiest. We define “peak season” as any **minimum** twelve-week period that you designate as your busiest time. For example, there is a KOA Holiday requirement to have a group facility that may be outdoors. An outdoor group facility that meets the requirement is a large party tent, present during your peak season. That means the tent must be installed and available for group use during a **minimum** of the twelve-week period you define as your peak season.

Our approach for implementing KOA’s brand positioning strategy will be a participatory process. We will focus on encouragement and reward as a tactic to gain involvement without a requirement deadline. This approach will allow the continuation of a KOA branded property without a positioning name, until which time program momentum dictates 100% participation.

Notes pertaining to the following criteria:

For all requirements that may have government imposed restrictions, such as fire bans, we understand that meeting the requirement may not be possible.

Patio sites, both RV or Deluxe Cabin, already in use, may be grandfathered into the brand positioning criteria as acceptable if they do not meet the 250 square-foot requirement with a non-linear patio or deck. This does require that the outdoor experience with a deck or patio is large enough to freely move about. The patio or decking must be made of an approved surface as defined in the brand criteria specifications and be in like-new condition. Other requirements including the fire experience and second seating are still included.

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Brand Positions Requirements

These four items are required for **all** brand positions.

1. Offer free WiFi for short term guests.
 - A minimum of one hour per day is free.
 - Minimally, the WiFi allows for email and website access. This means you may be able to restrict video, music and game playing if you believe it is necessary to allow email and website access.
 - 95% of short term sites must have WiFi coverage.
2. Like-new signage, including billboards, road signs, directional signs and onsite signage that is professionally constructed and designed. No visible wear, fading or damage is present on signage.
3. Registration area that presents a professional business climate; no personal living areas in the store.
4. Kamp K9
 - **Minimum Size** – A minimum space of 1,000 square-feet/93 square-meters is required. We may grandfather in some fenced areas that are smaller than 1,000 square-feet depending on the number of sites on the KOA. This will be on a case-by-case basis.
 - **Bag Dispenser Station/Trash** – A minimum of one commercial Pet Waste Station, which includes a bag dispenser and trash receptacle.
 - **Owner Seating** – Seating is required for all Kamp K9's, one bench per 1,000 square feet. Shaded seating is recommended.
 - **Signage** – The approved Kamp K9 Pet Playground required signage
 - **Fencing** – The pet playground area must be entirely enclosed by a fence. Fencing is required to be between 4 feet/1.2 meters and 5 feet/1.5 meters tall, unless local codes specify otherwise. Typical fence height requirements in municipalities vary and are usually anywhere from 48 inches/121 cm to 96 inches/243 cm tall. Horizontal and vertical slats, posts, etc., should be spaced so that a dog off-leash cannot escape the Kamp K9 area. Acceptable fencing will be: chain link (with top rail, no exposed pointed metal), wrought iron, vinyl, or pre-treated weatherproof wood (including split rail with mesh backing). Chicken wire and rolled, woven wire sheep fencing is not acceptable.
 - **Entrance Gates** – One self-latching gate is required. A self-closing gate is recommended. As a suggestion, offering two separate gates as part of the fenced exposure, marked "in" and "out" or a "bull pen-double gate" entrance/exit may assist in management of more than one pet coming in/out at the same time.
 - Agility equipment is not required.

Sign Reimbursement Program

KOA will be providing co-op funding for the replacement of entrance signs. The amount of reimbursement is currently defined through June 2016.

Through June 2016: \$1,000 per campground

When you have met all the qualifications to rebrand your campground and are ready to install a new, branded sign – KOA Journey, KOA Holiday, or KOA Resort – purchase it directly from the appropriate sign company and send a copy of the invoice to KOA for reimbursement. KOA will then send you a check for the appropriate amount.

KOA Inc.

Attention: KOA Director of Quality

P.O. Box 30558, Billings, MT 59114

If you are unsure of the type of sign you have, or need assistance to replace your sign, contact the KOA Director of Quality, who can facilitate the process.

The majority of the signs within the KOA system were manufactured by either Vulcan signs, (metal) or Prairie Kraft Specialties (vinyl or Plexiglas). In most cases, only the panels will need to be replaced. Below is the estimated cost for replacing those sign panels and the vendors' contact information.

Estimated Costs:

Metal panel – Vulcan Signs (*New prices as of 8/29/13)

\$625 per side for 8-foot by 10-foot replacement panels

\$265 per side for 5-foot by 6-foot replacement panels

\$180 per side for 4-foot by 5-foot replacement panels

\$49 for 24"x 30" panel

\$150 for shipping

You can install them yourself or contact your local sign company for installation, estimated cost \$200 - \$500 for outside installation.

Internally lit box sign (Lexan/Plexiglass) – your local sign company

\$3,000 - \$5,000

Stretch vinyl – Prairie Kraft Specialties

\$1,300 - \$2,300 for main replacement panels

\$450 for bottom box if necessary

Contact your local sign company for installation, estimated cost \$300 - \$500

Routed and sandblasted signs – Epcon Sign Company

\$1,500 - \$3,200 for retrofit

Contact Information:

Vulcan Signs

Lisa Thibaut

1-800-633-6845

lisat@vulcaninc.com

Prairie Kraft Specialties

Beth Benedict

1-877-727-3192

sales@pkcabins.com

Epcon Sign Company

Tim Thelen

1-800-332-7168

timt@epconsigngroup.com

KOA Director of Quality

Fred Prichard

1-800-548-7104

fprichard@koa.net

KOA JOURNEY



KOA Journey Brand Position

RV Sites

Criteria

- A minimum of 7 pull thru RV sites, **a minimum of 65 feet long**

AND

- *5 additional pull thru RV sites, **a minimum of 55 feet long** that **all** meet the following criteria:
 - Water/Electric (50/30 amp)
 - 60-degree maximum site angle
 - Minimum 10-foot-wide RV pad
 - RV pad plus yard combined site width is a minimum of 20 feet, measured between like points on adjacent sites
 - New sites must be 30 feet wide between points
 - 30-foot minimum ingress/egress radius
 - RV pad must be level to within 1 inch per 6 feet
 - Picnic table
 - Install lighted pedestals (as replaced)
 - Sewer recommended
 - Cable or satellite TV hookup recommended

* No more than 20%, or a maximum of 12 short term RV sites, need to be improved as provided by the criteria above. If 20% is less than 7 RV sites on your campground, you will still be required to provide a minimum of (7) 65' pull thru sites to meet the guideline. Examples: A KOA Journey with 30 RV sites would only have to have the 7 pull thrus. A KOA Journey with 40 sites would need the (7) 65' pull thru sites plus (1) 55' pull thru site for a total of 8 sites. Why only 8 versus 12? 40 RV sites X 20% = 8. A KOA Journey with 50 sites would need the (7) 65' pull thru sites plus (3) 55' pull thru sites. Why only 10 versus 12? 50 RV sites X 20% = 10.

Premium Tent Sites

Criteria

- KOA Journey campgrounds will have a minimum of 4 defined tent sites that meet the following minimum criteria:
 - A level site that has a minimum area of 525 square-feet. A level site refers to an area that will not collect water when it rains. The area for the tent itself will be a minimum size of 12 feet by 14 feet.
 - Switchable on/off, four- to eight-foot tall, pole-mounted, downward directional light fixture, with no greater than 75-watt rating, with a duplex 20 amp GFCI outdoor-rated electrical outlet in weatherproof box is recommended, not required
 - Picnic table and fire ring
 - On-site or adjacent defined parking, 10 feet by 20 feet
 - Within at least 400 feet of a bathhouse
 - A dual purpose site is allowed. The site can also support a rig (i.e., a 30 amp W/E site), as long as the other criteria is met and the site is marketed under the Tent category on KOA.com.



Sites Length, Angles and Turning Radiuses

The requirement for sites to be no more than a 60-degree angle to the roadway was initiated to provide easy ingress and egress to the RV site pad.

We realize there are other ways to provide this by creating unencumbered 30-foot turning radiuses that big rigs need. We have added diagrams at the end of this document that illustrate alternatives to the 60-degree angle and accomplish the easy-in, easy-out goal of these improved RV sites.



Lighting and Night Registration

Criteria

- Night Registration
 - Directional down lighting over entire area
 - Should be a minimum of 3 foot candles (*fc). For example, a 100w bulb at a 10' mounting height provides 3 fc minimum.
 - Covered, in case of inclement weather. The building eaves meet this requirement if they extend over the night registration area to the degree that campers are protected from rain or snow during the night registration process.
- Main Building
 - Should be lit to a minimum of 3 fc, measured at ground level during all evening/dark hours. The lighting should be at such levels that all 24 hour service entry doors (bathrooms/laundry) are illuminated to levels sufficient to be safe and obvious as to their location.
- Entrance/Driveway
 - Entrance off of highway and the KOA's driveway where vehicles would park for night registration should be lit to a minimum of 3 fc, measured at ground level during all evening/dark hours.
- Satellite Bathhouse and Laundry
 - Entry areas should be lit to a minimum of 3 fc, measured at ground level during all evening/dark hours. The lighting should ensure that all 24-hour service entry doors (bathrooms/laundry) are illuminated to levels sufficient to be safe and obvious as to their location.

Store

Criteria

A KOA Journey campground stocks their stores with items that are convenient for the guest. A robust line of RV Supplies will be essential.

- RV product displays are professional in appearance. We recommend NTP Distribution's Planogram feature to plan a layout for a 4-, 6-, or 8-foot display.
- Campground offers a well-rounded inventory of RV supplies: fuses, bulbs, clamps, sewer hoses, water hoses, washers, and replacement parts, as well as RV chemicals such as black and grey water chemicals.

KOA Journey Self Assessment



- ☐ I offer free WiFi for at least an hour, and 95% of the campground is covered.
- ☐ I have like-new signage on roads and on-site, including billboards.
- ☐ My registration area presents a professional business climate with no personal living areas in the store.
- ☐ I have a Kamp K9 that meets the requirements.
- ☐ I have at least seven 65-foot pull-thru RV sites that meet the KOA Journey requirements.
- ☐ Additionally, I have at least five 55-foot pull-thru RV sites that meet the KOA Journey requirements.
- ☐ I have at least four premium tent sites that meet the KOA Journey requirements.
- ☐ My night registration area meets the KOA Journey criteria.
- ☐ The lighting of my main building meets the KOA Journey criteria.
- ☐ The lighting of my entrance meets the KOA Journey criteria.
- ☐ The lighting in my bathhouse and laundry meet the KOA Journey criteria.
- ☐ The RV supplies in my store meet the KOA Journey criteria.

KOA HOLIDAY



KOA Holiday Brand Position

RV Sites

Criteria

- A minimum of *10 RV sites, either *pull thru* sites, **a minimum of 65 feet long OR back-in** sites, **a minimum of 55 feet long**

AND

- A minimum of *10 additional RV sites, either *pull thru* sites, **a minimum of 55 feet long OR back-in** sites, **a minimum of 40 feet long** that **all** meet the following criteria:
 - 50/30 amp
 - Minimum 10-foot-wide RV pad
 - RV pad plus yard combined site width is a minimum of 25 feet, measured between like points on adjacent sites
 - New sites must be 35 feet wide between points
 - 60-degree maximum site angle
 - 30-foot minimum ingress/egress radius
 - RV pad must be level to within 1 inch per 6 feet
 - Picnic table and fire ring
 - Lighted pedestals, (as replaced)
 - Sewer recommended

* At least 10% of the RV sites must meet each of the two listed RV requirements or a maximum of 10 and 10 as currently defined. This means the quantity required may be less than the 10 of each as currently defined. Examples: A KOA Holiday with 50 RV sites would need 5 of the first set of RV sites (65' pull thru or 55' back-in) and 5 of the second set of RV sites (55' pull thru or 40' back-in) as minimum quantities.



Sites Length, Angles and Turning Radiuses

The requirement for sites to be no more than a 60-degree angle to the roadway was initiated to provide easy ingress and egress to the RV site pad.

We realize there are other ways to provide this by creating unencumbered 30-foot turning radiuses that big rigs need. We have added diagrams at the end of this document that illustrate alternatives to the 60-degree angle and accomplish the easy-in, easy-out goal of these improved RV sites.

RV Patio Sites

Criteria

- A minimum of 3 patio sites that meet the following criteria:
 - These patio sites may be part of the RV sites requirements
 - 50/30 amp
 - Minimum 10-foot-wide RV pad that is clearly defined and paved or graveled
 - RV pad plus yard combined site width is a minimum of 30 feet, measured between like points on adjacent sites
 - New sites require 35 feet between like points
 - 60-degree maximum site angle for pull thru sites
 - 30-foot minimum ingress/egress radius
 - RV pad must be level to within 1 inch per 6 feet
 - Lighted pedestals, (as replaced)
 - Sewer recommended
 - An outdoor area with a minimum of 250 square-feet that can include a combination of deck, porch, patio and integrated fire experience. Must include a hard surface such as concrete, flagstone, pavers, composite decking (i.e., Trex), wood products and all in like-new condition. Non-linear edge recommended.
 - Campfire experience may be a separate area from the patio.
 - If the fire experience is separate (nonintegrated with the deck or patio), a maximum of 80 square-feet is applied as part of the 250 square-foot requirement.
 - High quality patio furniture, (i.e., tables and chairs.) Most resin and composite-based furniture is acceptable. The minimum number of chairs is four.
 - Second seating area for at least 2 people, which can be a swing or chairs; backs required.
 - The campfire experience must be defined and delineated from the parking area and yard.
 - The area surrounding the campfire will adhere to the same surface material criteria as the patio and/or deck. This area must have a hard surface such as

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concrete, flagstone, pavers, composite decking (i.e., Trex), and wood products, or ADA approved hard surface such as decomposed granite (dg) all in like-new condition. The hard surface surrounding the campfire must be level, drain well, and accommodates seating at a safe distance from the fire pit. A hard surface radius of no less than six feet

from the outer edge of the fire pit is recommended.

- The seating around the campfire ring should be in like new condition and be comprised of outdoor, commercial quality materials. Campfire rings must be commercial quality. Materials such as brick, block, stone, and chimeras are acceptable. Exposed tire rims are not acceptable.

Premium Tent Sites

Criteria

- KOA Holiday campgrounds will have a minimum of 4 defined tent sites that meet the following minimum criteria:
 - A level site that has a minimum area of 525 square-feet. A level site refers to an area that will not collect water when it rains. The area for the tent itself will be a minimum size of 12 feet by 14 feet.
 - Switchable on/off, 4- to 8-foot tall, pole-mounted, downward directional light fixture, with no greater than 75 watt rating, with a duplex 20 amp GFCI

outdoor-rated electrical outlet in weatherproof box is recommended, not required

- Picnic table and fire ring
- On-site or adjacent defined parking, 10 feet by 20 feet.
- Within at least 400 feet of a bathhouse
- A dual purpose site is allowed. These site criteria can be accomplished with a site that also supports a smaller RV/Pop-up (i.e., a 30 amp W/E site) as long as the other criteria is met and the site is marketed under the Tent category on KOA.com.

Deluxe Cabins

Criteria

- A minimum of 2 Deluxe Cabins
 - All new Deluxe Cabins need to be built to KOA specifications or be approved by KOA and meet the criteria listed below.
 - Must be level, with full coverage skirting that is in like-new condition
 - An outdoor area with a minimum of 250 square-feet that can include a combination of deck, porch, patio and integrated fire experience. Must include a hard surface such as concrete, flagstone, pavers, composite decking (i.e., Trex), wood products and all in like-new condition. Non-linear edge recommended.
 - Campfire experience may be a separate area from the patio.
 - If the fire experience is separate (nonintegrated with the deck or patio), a maximum of 80 square-feet is applied as part of the 250 square feet requirement.
 - High quality patio furniture, (i.e., tables

and chairs.) Most resin and composite-based furniture is acceptable. The minimum number of chairs is four.

- Second seating area for at least 2 people, which can be a swing or chairs; backs required.
- BBQ grill in like-new condition
- The campfire experience must be defined and delineated from the parking area and yard.
- The area surrounding the campfire will adhere to the same surface material criteria as the patio and/or deck. This area must have a hard surface such as concrete, flagstone, pavers, composite decking (i.e., Trex), and wood products, or ADA approved hard surface such as decomposed granite (dg) all in like-new condition. The hard surface surrounding the campfire must be level, drain well, and accommodates seating at a safe distance from the fire pit. A hard surface radius of no less than six feet from the outer edge of the fire pit is recommended.

- The seating around the campfire ring should be in like new condition and be comprised of outdoor, commercial quality materials. Campfire rings must be commercial quality. Materials such as brick, block, stone, and chimera are acceptable. Exposed tire rims are not acceptable.
- When a community setting of 3 or more units is utilized, 75% of the cumulative hard surfaced outdoor area is acceptable.

- Linen availability is highly recommended and will continue to be point-based in the Quality Review in 2014.
- Quality sleep surfaces that are in "like new" condition.
- All units should be equipped with dishes and cookware appropriate for the model
- Flat screen TV.



Recreation/Activities

Criteria

KOA Holiday campgrounds should provide a robust set of activities on-site, or, if operating as a "base camp," facilitate access to off-site activities, during peak season operations. All equipment offered with on-site activities must be in like-new condition.

As many KOAs that will opt in to the KOA Holiday brand position are varied in location, guests and off-site attractions, criteria for KOA Holiday recreation will be evaluated on a point-based system. KOAs will need to have at least 12 recreation points in order to be a KOA Holiday campground.

You will receive 1 point for maintaining current activities on KOA.com. Then, you must have one activity from each category below: Promotion, Passive and Active.

Promotion of Off-site Activity

- Concierge service for booking reservations and/or purchase of tickets for local sporting events, concerts, attractions, museums, plays or musicals – 3 points
- Transportation to/from local events – 2 points
- Professional display of fully-stocked rack cards or informational flyers for guided trips, attractions or tours – 1 point

Passive, Unstaffed, On-site Activities (2 points each)

- Pool or Splash Park
- Banana Bike Rentals
- Ping Pong Outdoor Tables
- Ladder Golf (2 sets)
- Frisbee Golf (folf) Course
- Defined Trails for Bikes or Hiking*
- Bocce Ball
- Jumping Pillow
- Volleyball/Basketball Court
- Horseshoes (2 pits)
- Fishing on-site or adjacent stream/pond/lake
- Indoor Game Room
- Mini Golf
- Exercise Room
- Shuffleboard
- Teetherball

Active, Staffed, On-site Recreation

The activities below must be offered at least once a week for a minimum of six weeks during your peak season (3 points each)

- Themed Weekends
- Bingo
- Ice Cream Socials
- Tie-dye
- Pancake Breakfast
- Candy Bar Scavenger Hunt
- Hay Rides/Train Rides/Wagon Rides
- Outdoor Movie Night
- Site Decorating Contest

For every special event that may be annual or held less often than the scheduled events above, 1 point is given for each event. KOA national promotion weekends are excluded. Examples include:

- Vintage RV Shows
- Halloween Costume Contests

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**Defined trails need to have appropriate signage and/or be included on the site map.*



Examples

Examples of point system combinations that meet the KOA Holiday criteria are as follows:

- Example A:
 - Pool – Open during the season (2 points)
 - Monthly activities calendar posted on KOA.com (1 point)
 - Saturday – Tie-dye (3 points)
 - Sunday – Ice Cream Social (3 points)
 - Banana Bike rentals (2 points)
 - Rack cards and contact information at front desk for helicopter tours (1 point)
- Example B:
 - Bi-monthly activities calendar posted on KOA.com (1 point)
 - Thursday – Outdoor movie night (3 points)
 - Friday morning – Pancake Breakfast (3 points)
 - Saturday Annual Halloween Event (1 point)
 - Defined hiking trails on site map (2 points)
 - Transportation to area attractions (2 points)
- Example C:
 - Local/Area events calendar posted on KOA.com (1 point)
 - Concierge ticket sales to musical theater (1 point)
 - Rack card for Duck Boat tours (1 point)
 - Bocce Ball courts (2 points)
 - Jumping Pillow (2 points)
 - Exercise Room (2 points)
 - Saturday – Bingo (3 points)

Group Meeting Area

Criteria

KOA Holidays will have a group meeting area to provide a space for activities or to serve as a rental space for large group functions.

- Must accommodate up to 30 people
- Provide seating and tables for a minimum 30 people
- Electricity
- Space may be either inside or outside, but must have a cover
- Toilets located within 400 feet
- This meeting area may be a semi-permanent structure (i.e., professional quality group tent) if approved by KOA

Store

Criteria

- Stores should be modern, clean, and professional in appearance
- Registration area, fixtures, etc. will be constructed and finished with professional-grade materials
- Walls and trim will reflect the suggested KOA color scheme or approved substitute
- Displays will be professional in appearance
- Uncluttered front desk and professional in appearance

KOA Holiday Self Assessment



- ☐ I offer free WiFi for at least an hour, and 95% of the campground is covered.
- ☐ I have like-new signage on roads and on-site, including billboards.
- ☐ My registration area presents a professional business climate with no personal living areas in the store.
- ☐ I have a Kamp K9 that meets the requirements.
- ☐ I have at least ten RV sites that are either 65-foot pull-thrus or 55-foot back-ins that meet the KOA Holiday requirements.
- ☐ Additionally, I have at least ten RV sites that are 55-foot pull-thrus or 40-foot back-ins that meet the KOA Holiday requirements.
- ☐ I have at least three RV patio sites that meet the KOA Holiday requirements.
- ☐ I have at least two Deluxe Cabins that meet the KOA Holiday requirements.
- ☐ I have at least four premium tent sites that meet the KOA Holiday requirements.
- ☐ My recreation offerings meet the KOA Holiday criteria, including:
 - Promotion of off-site activities
 - Acceptable number of passive, unstaffed, on-site activities
 - Acceptable number of active, staffed, on-site activities
- ☐ My group meeting area meets the KOA Holiday criteria.
- ☐ My store/registration area meets the KOA Holiday criteria.

KOA RESORT



KOA Resort Brand Position

The KOA Resort brand position will promote and market a specific type of KOA campground that provides its guests with robust services and amenities coupled with a wide variety of overnight stay options. The guest's first impression should represent a business that is successful, well cared for, modern, attractive and complete. All of the facilities, amenities and attractions, structures and common areas associated with the campground should be in excellent condition, nicely finished and from the guest perspective represent a professionally well-managed business. The general condition of a KOA Resort should be **well taken care of** throughout the entire property and should not present worn, dated and neglected areas that are used or observed by the camping guest. The KOA Resort will have an atmosphere that encourages guests to remain on the campground to relax and enjoy outdoor hospitality.



KOA Resort Atmosphere

Like the KOA Journey and KOA Holiday, a checklist of criteria has been developed that must be met before campgrounds can adopt the Resort position. Additionally these KOA's must provide a **"Resort Atmosphere"** that is difficult to define in a check list or scope on a spec sheet. To help achieve a KOA branded resort "feel" it will be necessary for prospective KOA Resort owners to self-examine their operation using the descriptive "atmosphere" language and sample pictures to determine their equivalency to this subjective but important criteria.

The elements that need to be considered when examining a KOA resort location can be defined using four general concepts that will be applied throughout the campground in order to create the image required by the Resort position.

- **Professionally Managed** – A professionally managed property when assessed from the guest's perspective will appear organized, complete and efficient. The quality of the first impression will be seen in every aspect of the operation from the appearance of the staff to lighting of the bath facilities and everything in-between. The entire property looks as if it has been taken care of over the years suggesting continual maintenance improvements and upgrades. No aspect of the operation looks neglected.
- **"Like New" Condition** – The term "like new" can be very subjective. To some it may mean just out of the box and to others it may mean that it continues to work well or serve the purpose adequately. For the purposes of our definition, a KOA Resort must present their property and improvements somewhere in-between these two perspectives. As an example rusted fixtures, dull finishes on once shiny surfaces and surfaces that need paint do not meet this criteria. On the other hand fixtures, surfaces, wall and lighting that looks nearly as good as the first day it was completed or installed would meet this condition requirement. In some case old can look just as good as new based on the quality of the material and the care provided over the years.
- **Quality Materials and Design** – This condition is easier to define by simply saying that cheap non-commercial materials are typically not made to withstand the kind of abuse seen on a campground and as a result do not last and quickly develop signs that would exclude them from the "like new" condition. Fixtures, facilities, equipment, surfaces and furniture that qualify are typically more expensive and built well and are intended to last many years. More difficult to determine however is the quality of the design. For the most part your vendors or outside designers can be a great assistance to determine what looks good and appropriate for your operation. At the very least designs should be coordinated to insure they work together in a harmonious fashion.
- **Attention to Detail** – The last 10% does more to define the Resort position than any other criteria, checklist or requirement. Making sure all the little things are done well and all the finishing touches are complete goes a long way towards representing a well-managed operation. The walk ways, store details, outside lighting, fencing, dish washing station, RV site pads and blinds in the cabins are just of few of the areas where finishing touches might be needed to insure the resort atmosphere is created for your guests. This is the condition that might be considered "picking at nits" but for the Resort KOA, it will be important that all aspects of the operation are subjected to this type of examination.

From the entrance sign to the back row of the park to the last bathhouse to every KOA camping cabin, a KOA Resort must represent these four elements in the eyes of its camping guest.

As mentioned above, this concept means that there isn't a check list that can be developed to assess each element when it comes to landscaping, entrance, store, registration area, ancillary buildings or on-site residences. When possible, we've listed acceptable materials, but even quality materials can look worn or dated when not maintained.



Landscaping

One KOA Resort criteria that is hard to describe in a checklist is landscaping. We believe that it is an important distinction for a KOA Resort to have outstanding landscaping throughout the campground. Defining exactly what that means in a checklist is not possible. For example, because of different campground's topography and site layouts, it would not be feasible or fair to list a certain amount of square footage that must be landscaped. In the same vein, indicating that a KOA must have lush grass with flower pots every 3 feet wouldn't make sense given our decision to have a KOA theme applied individually to a KOA Resort – especially if the KOA was in Arizona! The one concept that can be stated however is that the landscaping for the entire property, not just the entrance needs to have been managed to appear defined, cared for and representative of the quality of the business and the resort brand position.

It will be easy to identify areas that would not be acceptable. Rotted fence ties, unkempt flower beds, broken cracked walkways undefined roads and sites would all be clear signs that the elements of "like new" condition, and attention to detail are not being met for landscaping.

Branded Outdoor, Community Fire Experience

A KOA Resort will have an outdoor, community campfire experience that is clearly branded and identified as a featured amenity. The KOA Home Office will provide the specifications and assist with the branding. It is likely that existing outdoor fire experiences will qualify with the addition of the branding element.

Theme

A KOA Resort will have a theme that is prevalent throughout the campground and through its marketing/advertising materials. The KOA Home Office will assist in the development of the theme and collateral. Themes could take on the flavor of the location or be completely developed through the site improvements. As an example of a campground is on the ocean, a theme of waves or beaches might apply or if an old west town image is designed into the facilities the theme might take on a western flair. The themes are intended to be used as way to accent the property and provide continuity in its marketing message.

KOA Resort Pictures

We know we'll have to provide pictures of what we believe meets these elements and work with KOAs one on one in each of these areas to assess these elements. As we build the catalog of these pictures, the pictures we present may come from KOAs that won't be Resorts, but they've got aspects of their operations where the KOA Resort vision for the "like new," professional quality materials and attention to detail is shown.

Marketing Messaging

To be meaningful and effective the KOA Resort marketing message must emphasize the completeness of the campground operation in its service offerings and its facilities. The KOA Campgrounds included in this group need to stand out in their abundance of the activities offered as well as meet the expectation of the guest relative to quality and atmosphere. Facilities and activities must accommodate all types of guests with emphasis on groups. Our messaging and imaging for these properties will bring out the "total package" and it will be critical that these operations stand out as being unique and exceptional in the marketplace.

RV Sites

Criteria

- A minimum of 10 RV sites that are:
 - 50/30 amp, **pull thru**, with sewer, **a minimum of 65 feet long**
 - Cable or Satellite TV hookup

AND

- A minimum of 10 additional sites that are:
 - 50/30 amp, **pull thru**, with sewer, **in excess of 55 feet long** **OR** 50/30 amp, back-in, with sewer, **in excess of 40 feet long**

And **all** of the above meet the following criteria:

- 60-degree maximum site angle
- Minimum 10-foot-wide RV pad that is clearly defined and paved or graveled
- RV pad plus yard combined site width is a minimum of 30 feet, measured between like points on adjacent sites
 - New sites must be 35 feet wide between points
- 30-foot minimum ingress/egress radius
- RV pad must be level to within 1 inch per 6 feet
- Picnic table and fire ring
- Lighted pedestals, (as replaced)
- Reflective site marker

RV Patio Sites

Criteria

- In addition to the 20 RV sites, a minimum of 5 patio sites that meet the following criteria:
 - 50/30 amp
 - Minimum 10-foot-wide RV pad that is clearly defined and paved or graveled
 - RV pad plus yard combined site width is a minimum of 30 feet, measured between like points on adjacent sites
 - New sites require 35 feet between like points
 - 60-degree maximum site for site access from roadway
 - 30-foot minimum ingress/egress radius
 - RV pad must be level to within 1 inch per 6 feet
 - Lighted pedestals, (as replaced)
 - Sewer recommended
 - An outdoor area with a minimum of 250 square-feet that can include a combination of deck, porch, patio and integrated fire experience. Must include a hard surface such as concrete, flagstone, pavers, composite decking (i.e., Trex), wood products and all in like-new condition. Non-linear edge recommended.
 - Campfire experience may be a separate area from the patio.
 - If the fire experience is separate

(nonintegrated with the deck or patio), a maximum of 80 square-feet is applied as part of the 250 square-feet requirement.

- High quality patio furniture, (i.e., tables and chairs.) Most resin and composite-based furniture is acceptable. The minimum number of chairs is four.
- Second seating area for at least two people, which can be a swing or chairs; backs required.
- The campfire experience must be defined and delineated from the parking area and yard.
- The area surrounding the campfire will adhere to the same surface material criteria as the patio and/or deck. This area must have a hard surface such as concrete, flagstone, pavers, composite decking (i.e., Trex), and wood products, or ADA approved hard surface such as decomposed granite (dg) all in like-new condition. The hard surface surrounding the campfire must be level, drain well, and accommodates seating at a safe distance from the fire pit. A hard surface radius of no less than six feet from the outer edge of the fire pit is recommended.
- The seating around the campfire ring should be in like new condition and be comprised of outdoor, commercial quality materials. Campfire rings must be commercial quality. Materials such as brick, block, stone, and chimera are acceptable. Exposed tire rims are not acceptable.



Sites Length, Angles and Turning Radiuses

The requirement for sites to be no more than a 60-degree angle to the roadway was initiated to provide easy ingress and egress to the RV site pad.

We realize there are other ways to provide this by creating unencumbered 30-foot turning radiuses that big rigs need. We have added diagrams at the end of this document that illustrate alternatives to the 60-degree angle and accomplish the easy-in, easy-out goal of these improved RV sites.



Premium Tent Sites

Criteria

- KOA Resort campgrounds should have a minimum of 4 defined tent sites that meet the following minimum criteria:
 - A level site that has a minimum area of 525 square-feet. A level site refers to an area that will not collect water when it rains. The area for the tent itself will be a minimum size of 12 feet by 14 feet.
 - Switchable on/off, 4- to 8-foot tall, pole-mounted, downward directional light fixture, with no greater than 75 watt rating, with a duplex 20 amp GFCI outdoor-rated electrical outlet in weatherproof box is recommended, not required
- Picnic table and fire ring
- On-site or adjacent defined parking, 10 feet by 20 feet
- Within at least 400 feet of a bathhouse
- A dual purpose site is allowed. These site criteria can be accomplished with a site that also supports a rig (i.e., a 30 amp W/E site) as long as the other criteria is met and the site is marketed under the Tent category on KOA.com.

Deluxe Cabins

Criteria

- A minimum of 10* Deluxe Cabins. RV rental units are excluded for this requirement. All Deluxe Cabins must have a full bath; toilet, sink, shower or tub/shower. 50% of the units must have kitchens.
- * A minimum of 10 deluxe Cabins for KOAs with over 150 RV sites. Resorts with less than 150 RV sites may start with a minimum of 6 Deluxe Cabins **and** at least 1 additional Deluxe Cabin must be added each year for the first four years following their adoption of the Resort position.
- All Deluxe Cabins must meet the following requirements:
 - They must offer amenity packages that provide the warmth, style and comfort associated with KOA's current recommended Deluxe Cabin park models. This includes items like window treatments, art and color coordinated décor.
 - All new Deluxe Cabins need to be built to KOA specifications or be approved by KOA and meet the criteria listed below.
 - Must be level, with full coverage skirting that is in like-new condition.
 - An outdoor area with a minimum of 250 square-feet that can include a combination of deck, porch, patio and integrated fire experience. Must include a hard surface such as concrete, flagstone, pavers, composite decking (i.e., Trex), wood products and all in like-new condition. Non-linear edge recommended.
 - Campfire experience may be a separate area from the patio.
 - If the fire experience is separate (nonintegrated with the deck or patio), a maximum of 80 square-feet is applied as part of the 250 square-feet requirement.
 - High quality patio furniture (i.e., tables and chairs). Most resin and composite-based furniture is acceptable. The minimum number of chairs is four.
 - Second seating area for at least two people, which can be a swing or chairs; backs required
 - BBQ grill (propane recommended)
 - The campfire experience must be defined and delineated from the parking area and yard.
 - The area surrounding the campfire will adhere to the same surface material criteria as the patio and/or deck. This area must have a hard surface such as concrete, flagstone, pavers, composite decking (i.e., Trex), and wood products, or ADA approved hard surface such as decomposed granite (dg) all in like-new condition. The hard surface surrounding the campfire must be level, drain well, and accommodates seating at a safe distance from the fire pit. A hard surface radius of no less than six feet from the outer edge of the fire pit is recommended.
 - The seating around the campfire ring should be in like new condition and be comprised of outdoor, commercial quality materials. Campfire rings must be commercial quality. Materials such as brick, block, stone, and chimera are acceptable. Exposed tire rims are not acceptable.

- When a community setting of 3 or more units is utilized, 75% of the cumulative hard surfaced outdoor area is acceptable.
- Linens and towels/wash cloths, soap, shampoo and conditioner must be provided.
- Quality sleep surfaces that are in "like new" condition with full linens, blankets and

- pillows for all beds and the queen bed must be made.
- All units should be equipped with dishes and cookware appropriate for the model.
- Cable or satellite TV hookup
- Flat screen TV. Minimum size for new or replaced units is 32" in the main living area.



Activities Director/Director of Fun

Criteria

Recreation at a KOA Resort should meet the needs of a camper who expects a complete vacation experience without leaving the campground. Activities Director will ensure KOA Resort campers have an unparalleled recreation experience by:

- Managing and posting Calendar of Events
- Assisting in staffed events
- Promoting passive, on-site recreation activities
- Ensuring off-site activities can be booked when available

Recreation/Activities

Criteria

In peak season, a KOA Resort must have a minimum of seven (7) recreational activities from the following list or an approved substitute (Contact the Franchise Services Department at the KOA home office to discuss substitutes). Note that it is acceptable if the activity is off-site, as long as there is transportation to and from the activity at the campground.

- Adjacent/Integrated Owned Amusement Park
- Zip Line
 - Must be professionally installed and engineered.
 - Minimum 200 feet in length
 - Staffed
 - Best Practice: Professionally built landing decks
 - Automated braking system.
 - Offer tandem harnesses and helmets for small children to ride with an adult.
 - Install 2 parallel lines: one available to tandems and the other strictly singles.
- Marina with Boat Rentals
 - Minimum of five rentals to qualify for every 50 sites to a maximum of 15 required.
- Inflated Pillow (ie: Jumping Pillow)
 - At least six (6) panels long
 - In a permanent location and professionally installed
 - Best Practice: Campgrounds offer two Jumping Pillows for different age groups (7 & under and 8+)
- Adventure 18-Hole Mini-Golf
 - Course must be themed
 - At least two interactive holes per nine (9) holes: water features, moving obstacles, jump holes and elevation changes within the course
- Bike Rentals: Minimum five (5) rentals per 50 sites to a maximum of 15 required
- River Rafting/Tubing
 - Tubes and Rafts must be in good condition with no visible tears or patches
 - River or professionally installed Lazy River
 - Minimum five (5) tube rentals per 50 sites to a maximum of 15 required
- Paddle Boats/Bumper Boats
 - Minimum five rentals per 50 sites to a maximum of 15 required
- Splash Park
 - Minimum of five (5) water features
 - Must have overhead features as well as ground fountains and/or wade pool
- Rock Mining Attraction
- Climbing Wall
 - Can be mobile or stationary
 - Minimum of 25 feet in height
 - Staffed
- Outdoor Laser Tag or Laser Maze with Equipment Rental
 - Minimum of 10 guns available to rent
 - Dedicated space that is available for Laser Tag with monitored / refereed game options

continued on next page



- Trail Rides
 - Minimum 10 horses available with a Wrangler
 - Trail must consist of unrepeatable scenery
- Fishing onsite from stocked ponds, stream or lake with equipment available for rent or purchase
- Indoor/Outdoor Theatre
 - Screen Size must be sufficient for viewing audience of at least 50 people and sound must be audible to at least 100 ft.
- Exercise Room
 - Exercise room must include: treadmill, stationary bike and one form of weight lifting option
- Area must be large enough for multiple people to use the equipment without being crowded
- Resort-Style Playground
 - Large playground with multiple, professional grade equipment pieces that can accommodate a large number of kids with seated areas for the parents
 - Large enough to support published activities that happen on the playground
- Other (Contact Jenny or Jef in the Franchise Services department to discuss)

In addition, a KOA Resort must have a number of passive (non-staffed), free recreational options and activities for guests. During the peak season, a KOA Resort would be expected to host a number of campground events such as themed weekends, talent shows, parades, concerts, etc.

Group Meeting Areas

KOA Resorts will be promoted as having facilities that can service and accommodate groups. It is important that all locations in this category have quality facilities that provide for this service. The structure, lighting and the furniture, fixtures and equipment must be in excellent condition. Food service must be available to groups using these meeting areas in the form of catering or via on site kitchens that are associated to the structure. The outdoor space should have opportunities for grilling and food preparation for the parties using the facilities.

- Indoor and outdoor space
- Indoor space must be climate controlled with AC and heat
- Outdoor group meeting area must include a roof. This meeting area may be a semi-permanent structure such as a professionally quality tent if approved by KOA.
- Must accommodate a minimum of 30 people and be large enough to have seating at tables for 30
- Electricity must be available
- Toilets located within 400 ft.

Food Service

Criteria

KOA Resort must offer on property, made-to-order (menu driven) options for two meals a day that are available seven days a week, a minimum of two hours for each meal during your peak season. The store must also have food related items available to fix a meal.

If breakfast is offered:

- Must have at least three options. A few examples are: pancakes, eggs, toast, sausage, cereal, fruit, oatmeal.
- Must have a place for your guests to sit and eat

If lunch is offered:

- Must have at least three options such as pizza, burgers, wings
- Seating not required

If dinner is offered:

- Must offer at least 3 options such as pizza, burgers, wings, steaks, ribs and chicken
- Must have a place for your guests to sit and eat
- Can be the same set up and menu offering as lunch

Store

Criteria

- Stores should be modern, clean, and professional in appearance. The entire store including the registration area needs to be organized and laid out in a professional manner. Fixture or displays need to complement their surroundings and need to appear modern in very good condition. Some locations may wish to have themed stores designed to bring out the intended image. Examples might be old country stores or western stores and although they would not meet the objective noted above for “modern” they would provide a well-managed resort experience for the guest that would be acceptable and encouraged.
- Store area, fixtures, etc. will be constructed and finished with professional-grade materials
- Walls and trim will reflect the suggested KOA color scheme or an approved theme
- Displays will be professional in appearance
- Uncluttered front desk and professional in appearance
- *See the Food Service criteria for food/meal availability in the store.*



How to Get it Done (Ideas)

Professionally-designed color schemes for walls, tile, floors, countertops and accents are posted on eKamp.com.

Registration

Criteria

- Modern lighting, design, and fixtures
- Registration area including back wall, surface and all areas visible by the camper need to be clean, uncluttered and have a design that is finished, complimentary to its surroundings and draws the attention of the guest when they enter the front door. The registration area is a key first impression experience for the resort guest. Design, materials, lighting and overall appearance of this area needs to be professional and well maintained. Just like the entrance to your park this area will set guest expectations for their stay.
- Artwork and color scheme must be used to create a resort look and feel
- Registration area, fixtures, etc. will be constructed and finished with professional-grade materials
- Staff well-dressed and professional; no jeans in the store /registration area

Entrance and Stacking Area

Criteria

- Roadway from entrance to registration must have well-maintained landscaping, defined with lighting that creates a dramatic first impression
- Registration stacking area must be paved, and drain well and large enough so that multiple RVs can park to register while maintaining pass-through entrance and exit lanes. Paved may include asphalt or a comparable surface. Chip & seal is acceptable. This surface area around the main registration is a first impression corridor and must be in good condition representing the quality associated with the KOA Resort Position.
- The area around the entrance sign must be lit and landscaped. The sign must be branded, backlit and in like-new condition. In rare exceptions, a sandblasted monument style sign may be installed
- Unsightly buildings, storage facilities, etc. should not be part of the arrival experience. A keen eye should be used to assess if there are any areas or buildings that diminish the quality of the operation in this critical initial corridor.



KOA Resort Sign

Criteria

- A KOA Resort will have an approved monument style sign. It may be the entrance sign, but does not have to be. Sign design to be provided by KOA home office based on owner's decision on location.

Bathhouse

Criteria

- Up-to-date, in like-new condition
- Modern lighting providing full coverage using matching fixtures where appropriate. Lighting that focuses on the mirrors either on the wall or directly above is required.
- Flooring must be tile or poured, stained, slip-proof concrete or epoxy. Vinyl, laminate, carpet and wood are not acceptable.
- Countertops must be a solid surface. Tile, simulated quarry, molded phenolic, granite, quartz and molded synthetic composites (like Corian), are all acceptable.
- Molded and under mount, drop-in and surface mount sinks with modern stainless fixtures must be provided. Laminate countertops and plastic sinks are not acceptable.
- Partitions must be commercially purchased or commercially constructed: stainless steel, phenolic, or solid core plastic and in like-new condition; no metal, laminate, or wood
- Exposed plumbing that is visible while standing is not acceptable

Resort Pool

Criteria

A KOA Resort pool must be in like new condition in all aspects. It is a focal point of the operation and as such should have accenting landscaping and accessories (furniture, signage etc.) that promote and enhance the overall appearance and usability

- Minimum linear feet of pool circumference is based on the following table and is calculated by the number of sites multiplied by the size factor.

Number of Sites	Size Factor Multiplier
100-200	1
201-300	.9
301-400	.8
401-500	.7
501+	.6

- Minimum pool size is 100 linear feet.
- Size requirements may be met by one or more pools or water features such as splash parks, slides, and hot tubs.
- The minimum deck area must be greater than or equal to the linear footage of pool edge multiplied by 20 feet. This formula allows for an unevenly distributed deck area. Example: A pool with 100 linear feet of edge must have 2,000 square-feet of deck area: $100 \times 20 = 2,000$.
- Patio and lounge furniture must high quality and be built to withstand sun, salt and chlorine and be maintained in like-new condition.
- Fencing must meet federal, state, and local codes and not be chain-link or wood.
- Professional style landscaping must surround the pool area
- A covered/indoor pool is allowed when the total decking area complies with above requirement for total deck area (i.e., indoor deck plus outdoor sun deck area). There may be existing in-door pools where compensating factors for total deck area are already in place with the look and feel of the pool.

KOA Resort Self Assessment



- ☐ I offer free WiFi for at least an hour, and 95% of the campground is covered.
- ☐ I have like-new signage on roads and on-site, including billboards.
- ☐ My registration area presents a professional business climate with no personal living areas in the store.
- ☐ I have a Kamp K9 that meets the requirements.
- ☐ My landscaping meets the KOA Resort requirements.
- ☐ My campground has a resort-style theme.
- ☐ I have a branded outdoor community campfire experience that meets the KOA Resort requirements.
- ☐ I have at least ten 65-foot pull-thru RV sites that meet the KOA Resort requirements.
- ☐ Additionally, I have at least ten RV sites that are 55-foot pull-thrus or 40-foot back-ins that meet the KOA Resort requirements.
- ☐ I have at least five RV patio sites that meet the KOA Resort requirements.
- ☐ I have at least ten Deluxe Cabins that meet the KOA Resort requirements.
- ☐ I have at least four premium tent sites that meet the KOA Resort requirements.
- ☐ My recreation/activities offerings meet the KOA Resort criteria, including:
 - An Activities Director/Director of Fun
 - The required number of recreational activities from the KOA Resort criteria list
 - The required number of passive, unstaffed, on-site activities from the KOA Resort criteria list
- ☐ My group meeting area(s) meets the KOA Resort criteria.
- ☐ My food service offerings meet the KOA Resort criteria.
- ☐ My store meets the KOA Resort criteria.
- ☐ My registration area meets the KOA Resort criteria.
- ☐ My entrance and stacking areas meet the KOA Resort criteria.
- ☐ My bathhouse(s) meets the KOA Resort criteria.
- ☐ My pool meets the KOA Resort criteria.

Changing an Existing 90-degree RV Site Entry

In discussing the Brand Positioning requirements for RV sites with KOA owners, one standard has created more questions than the others. That question is: *"How do I create easier access to my existing 90-degree site?"* There are numerous KOA campgrounds that were designed years ago when campers were smaller and easier to negotiate. These campgrounds were often designed with sites that are angled at 90 degrees to the road.

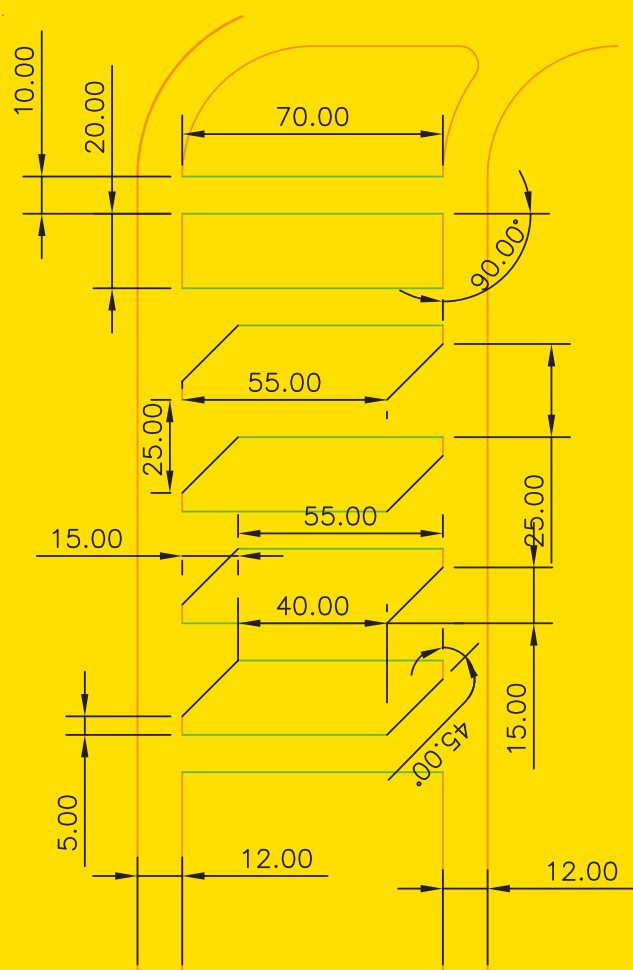
As we all know, today's RV's are longer, thus requiring more turning "space" or radius for our guests driving or towing them. A recent addition to the Brand Positioning standards was allowing a 90-degree site to be altered without having to relocate concrete patios, utilities, etc.

The "solution" can be accomplished by creating a wider entry and exit to a site within the existing campground. If you have 12' roads and sites that are 60' in length or longer, this process will still provide long, level sites for guests using pull through sites. As a side note, this procedure can also be done to upgrade back in sites.

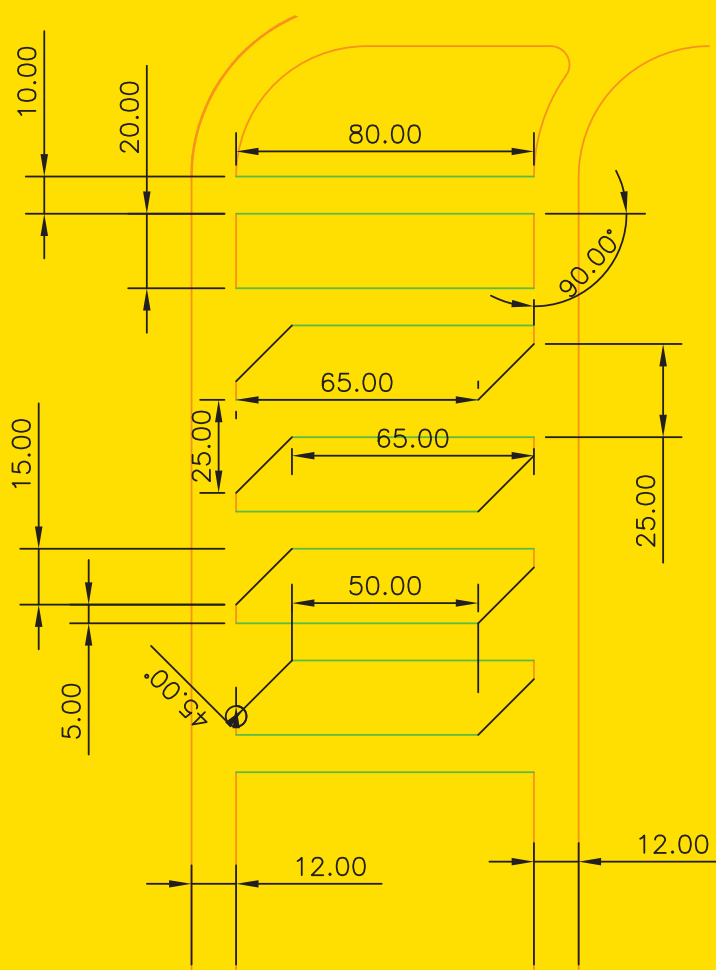
Starting at the entry side of your sites, mark or stake this point (Point A) where the road and site meet. From here measure 15' along the road towards the next site in the row. Again, mark or stake this point (Point B) then return to your starting point. Now measure up the site 15', mark or stake this point (Point C). Finally, mark the line between points "B" and "C". Remove rocks, shrubs (hopefully not trees) and grass from this "triangle" you've marked out. You can then level this area, and we recommend removing enough soil to be able to add 4" to 6" of gravel to this expanded entry area.

It is also recommended that you lay down road quality fabric before laying gravel to prevent or slow down the gravel migrating.

Reverse this process for the exit side of the site and repeat on as many sites as you need. Below is an overhead drawing with dimensions.



CURRENT: 70' 90-degree Pull Through
with revised radius 20' yard width



CURRENT: 80' 90-degree Pull Through
with revised radius 20' yard width





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THERE'S KOA**

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