

**BUSINESS & MANAGEMENT PLAN
FOR
JOHNSVILLE HISTORIC SKI BOWL
NOVEMBER 2012**

Introduction

The BUSINESS & MANAGEMENT PLAN is formatted to provide SECTIONS which include general BUSINESS PLAN information, and EXHIBIT C, with information pertaining to an OPERATIONS AND FACILITIES MANAGEMENT PLAN. The PLAN also includes information on Development and Operation of the Plumas-Eureka Ski Bowl - broken down by Development Phases.

PHASE I includes information on improvements and operations prior to installation of a new chair lift, including the 2012 – 2013 winter season operation (**Appendix E**)

PHASE II includes development of improvements and operations including installation of the new chair lift and includes a “Year 1 and Year 2” Operations Budget and a Capital Improvements Budget.

Within the BUSINESS PLAN SECTIONS, references are made to 2 “controlling” documents, the **OPERATING AGREEMENT** with Eastern Plumas Recreation District (EPRD), referred to as (AGREEMENT), and to the August 2006 **Mitigated Negative Declaration** referred to as (MND), and to 1 informational document – the December 22, 2005 **Plumas Eureka Ski Bowl Feasibility Report** referred to as (FEASIBILITY REPORT).

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A. EXECUTIVE SUMMARY

After a century and a half history of skiing at Johnsville, Eastern Plumas Recreation District (EPRD), a public non-profit county entity has secured an Operating Agreement with State of California Department of Parks and Recreation to revitalize and re-open the Johnsville ski hill as an economically viable winter recreation facility. The new and improved Johnsville Historic Ski Bowl (JHSB) project together with its unique historical ski hill setting and strong community support will be well positioned both geographically and market wise to attract local and regional families looking for reasonably priced winter recreation. With the closure of two regional family ski hills, and with smaller ski facilities in the Tahoe region being more expensive, competition for JHSB will be little if any.

JHSB marketing and sales plan will utilize largely volunteer talent and relatively inexpensive marketing and public relations opportunities. Some of the opportunities will include extensive use of internet marketing and all appropriate social media along with networking with local businesses, schools and organizations by offering group specials. Special events, such as the Longboard Races, Winter Snow-fest and other such local events will be promoted to bring in local and regional visitors, and promote the State Park.

Operationally, JHSB will hire a paid Mountain Manager who will manage both volunteer and paid positions as required to operate the facilities. The Mountain Manager will be responsible for operating in accordance with EPRD's Operating Agreement with the State. Operations will feature groomed and un-groomed trails, a terrain park, snow tubing and sledding, and an accessible chair lift together with an upgraded lodge, accessible toilets and a new maintenance facility. Improvements will also include an upgraded water system and new electrical service to replace generators. New and upgraded facilities will be phased, and EPRD will retain a paid Project Manager to oversee the development phases.

Operating Budgets and Capital Improvement Budgets will be included. Operating Budgets reflect conservative revenue assumptions, and realistic expense figures based on historical information and data from the Plumas-Eureka Ski Bowl Feasibility Report (FEASIBILITY REPORT). The Capital Improvements Budget reflects both donated labor and equipment and the estimated costs for paid labor, materials and equipment. Funding for capital improvements will come from ongoing donations and from net operating revenues.

The direct and positive economic impact of re-opening the Johnsville ski bowl to the residents and businesses of Plumas County cannot be overestimated since Plumas County's economy is primarily based on recreational tourism. A re-opened facility will also promote the State Park.

B. COMPANY "HISTORICAL" OVERVIEW

The historical beginnings of a Johnsville ski bowl operation goes back in history to the 19th century, beginning in the 1850's when miners turned to longboard ski racing as a winter

activity and bragging rights to the birthplace of downhill ski racing. Refer to (FEASIBILITY REPORT). In more recent times, the Plumas Ski Club, a private non-profit entity, operated a family oriented ski hill primarily catering to the local community resident and school programs. This operation ran 2 Poma Lifts and one surface lift. Refer to (FEASIBILITY REPORT).

In 2010, Eastern Plumas Recreation District (EPRD), a public non-profit entity, became involved and secured an Operating Agreement (AGREEMENT) with the State of California Department of Parks and Recreation. EPRD's mission is to revitalize and re-open the uniquely historic ski hill as an economically viable – family oriented winter recreational facility serving both the local residents and visitors. Johnsville Historic Ski Bowl (JHSB) , was set up as a committee by EPRD with a charge to develop and operate this historic ski hill under terms and conditions of the Operating Agreement and the Mitigated Negative Declaration. This business model relies heavily on the community as the major stakeholders to put their time, money and talent into making this project succeed.

C. INDUSTRY ANALYSIS

Industry analysis includes the following:

- 7 world class ski resorts located within a few hours drive, many of which offer ski lessons, terrain parks and snow tubing.
- 30 ski resorts are located in Northern California and Nevada
- There are approximately 20,000 full-time residents in Plumas County, many of whom grew up learning to ski at the Johnsville ski hill
- There are approximately 500,000 residents within 1.5 hours drive time of Johnsville
- The history of small ski areas in the US - Refer to (FEASIBILITY REPORT)

D. TARGET MARKET

- Family and winter sports enthusiasts looking for un-crowded, reasonably priced and family oriented winter recreational facilities closer to home.
- Plumas County's 20,000 full-time residents, and additionally a large number of part-time residents
- Extended families of residents with second homes in the area.
- Residents within a 1.5 hour drive, including the Reno Area, the Truckee / Lake Tahoe Area and the California north valley / Chico Area.
- The greater Sacramento Area, and to a lesser degree, the Bay Area – where historically visitors from both areas have been attracted to Eastern Plumas County.
- Important add-on recreational opportunities for current tourists frequenting local business throughout Plumas County.

E. COMPETITION ANALYSIS

Since closure of Stover Mt. & Coppervale, both serving the Plumas County region as family as family ski hills, local / regional competition for JHSB facilities becomes virtually non-existent. For local residents and other target market area residents, competition may come from the 30 or so Northern California and Nevada resorts, however, many of those resorts are expensive, crowded and not as intimately family friendly as JHSB facilities are planned. Sky Tavern, located outside of Reno is farther for local families to travel than some Tahoe resorts and may therefore provide less competition – how significant, remains speculative as Eastern Plumas may work to attract some Sky Tavern families for winter vacations and/or events at JHSB.

The current lack of organized and inexpensive winter recreation limits opportunities for residents to participate in healthy outdoor activities and visitors to the area have very little recreation options to entice them to extend their stay in the area. With improvements planned at JHSB, both demographics will have more options to participate, and visitors will have incentive to extend their stay in the area which is essential to the economic health of local businesses.

F. MARKETING & SALES PLAN

The Plan to utilize volunteer talent and free or relatively inexpensive marketing and public relations will create or provide the following:

- Re-Brand the new and improved project as “Johnsville Historic Ski Bowl”.
- Initiate a public relations campaign to get the word out near and far.
- Extensively use Internet marketing and all appropriate social media channels.
- Networking with all local Educational organizations by offering local and group specials.
- Network with local businesses as referral resources
- Build-on and highlight the nostalgia of the 150 year history of snow sports at Johnsville, and combine it with the nostalgic feeling of making memories as a family.
- Position JHSB as an in-demand, up-to-date-rustic and uniquely historic reasonably priced family friendly winter recreation venue.
- Sponsor and publicize multiple fund-raising events and activities.
- Offer incentives to locals to volunteer to work at the facility and thus allow families of all income levels to participate. This volunteer program will also serve to lower operating costs.

G. OPERATIONS (PHASE I OPERATIONS covered in **Appendix E)**

In general, the JHSB operational format will be modeled, in part, after Sky Tavern facilities in Reno, which operates on a partially paid, and partially volunteer basis. During development and operations, JHSB will have paid management positions augmented by a well organized volunteer effort. During development, EPRD will hire a Project Manager to oversee capital improvements. When facilities are sufficiently improved to support ongoing operations, a Mountain Manager will be hired by EPRD to run the operation. The Mountain Manager will be responsible to EPRD for both paid and volunteer positions as required to run the operation in accordance with the Operating Agreement and the Mitigated Negative Declaration.

Appendix A to this Plan outlines “an example” of Job Duties and Responsibilities, and is taken from the Feasibility Report (FEASIBILITY REPORT)

The development plan will include facilities to provide for the following winter activities:

- Alpine and Cross-Country skiing
- Snowboarding
- Snow Tubing and Sledding
- Terrain Park
- Practice and training for the Johnsville Junior Ski Team, Portola and Quincy high school racing programs, and Feather River College programs.

Major Facilities:

- Groomed and un-groomed trails and terrain park for skiing and snowboarding
- Chair lift (accessible)
- Upgraded lodge with accessible toilets
- Maintenance facility

H. MANAGEMENT & ORGANIZATION (Refer to **Appendix B for Organizational Chart)**

During development of the project, a Project Manager will be hired by EPRD to coordinate and implement capital improvements. A committee of volunteers has been established to support the Project Manager in areas such as fundraising, community relations and marketing. As needed, paid consultants will be hired by EPRD in such areas as engineering, public relations and marketing.

Once improvements have reached a point which will reasonably support seasonal operations of the hill, a Mountain Manager will be hired by EPRD to manage seasonal ski operations and maintain all other aspects of the operation during the remainder of the year, all consistent with the Operating Agreement, and objectives of JHSB. The Mountain Manager will operate under direction of the EPRD Board, and will be the only year round employee at the discretion of the EPRD Board. The Mountain Manager will be responsible for oversight of mountain

operations, risk management, ski patrol, special events, lodge & parking, and food and beverage. For more detailed job descriptions and responsibilities for employees needed to support the above operations, refer to (**Appendix A**) The winter season will require that EPRD hire seasonal workers when volunteers are not available or when regulations require paid positions.

I. DEVELOPMENT PLAN

Improvements for JHSB are planned to be developed in phases (**PHASE 1 & PHASE II**), as capital resources become available for new facilities, upgraded facilities and operations. Phasing will also be dependent on the level of donated materials and volunteer labor. Limited operations are planned for the 2012 – 2013 winter season which are envisioned to include snow tubing and sledding, Longboard Races, and a Winter Snow-fest Event.

The initial development (**PHASE I**) will primarily focus on:

- Upgrading the water system including water testing
- Replacing old generator
- Making base of operation / lodge area accessible
- Providing accessible toilets
- Groomed tubing hill

PHASE II development will primarily focus on:

- Installation of the chair lift (accessible)
- Upgrades to the lodge
- Installation of surface lifts (replace existing surface lift & Rainbow Poma)
- Construction of Maintenance Facility

J. FINANCIALS

Financials include the following:

- Operating Budget / Pro Forma Statement (**Appendix C**)
- Capital Improvements Budget (**Appendix D**)

K. LOCAL ECONOMIC BENEFITS

The direct and positive economic impact of re-opening the Johnsville Historic Ski Bowl to the residents and businesses of Plumas County cannot be overestimated. Plumas County's economy is primarily based on recreational tourism. Historically, summer recreation has been strong enough to carry most businesses through the winter. However, with the advent of a recessionary economy, virtually all local businesses and support services have struggled to survive. One of the positive factors that the severe downturn in the economy has brought about is a need and desire by locals, businesses and public organizations to work together to fulfill the potential Plumas County has to offer in the Winter season as well as the Summer.

Development of an updated and revitalized – historic- winter sports venue at JHSB will stimulate local economic development on many levels during the winter and early spring months. An increase in winter visitors, and more recreation and event activities to assist in extending the average stay in the area will positively impact local business particularly in lodging, retail, and food and beverage, as well as an increase in related jobs.

Exhibit C

OPERATIONS AND FACILITY MANAGEMENT PLAN

VISION / MISSION STATEMENT

The vision and mission of the Johnsville Historic Ski Bowl (JHSB) is to revive the historically unique ski hill and enrich the community by providing access to affordable winter recreation to local residents. Revival of the ski hill will stimulate the local winter tourism industry by providing jobs and winter income for local merchants, and draw visitors to experience winter at the Plumas Eureka State Park.

The 150-year history of skiing on the mountain in Johnsville and the partnership of JHSB with Plumas Eureka State Park will provide a strong foundation to carry out a successful operation that will highlight and protect this historical asset and build a sustainable winter recreational opportunity for the community.

Also refer to **Section K. LOCAL ECONOMIC BENEFITS** in the Business & Management Plan for additional information.

Organizational Structure

Refer to **Section H. MANAGEMENT AND ORGANIZATION** in the Business & Management Plan for discussion on organization and to **Appendix B** for an Organizational Chart, and **Appendix A** for a staffing plan.

Transition / Business Start-up

The preceding Business Plan covers a comprehensive look at the Business, including an Historical Overview, Industry Analysis, Target Market, Competition Analysis, Marketing and Sales Plan, Operations, Management and Organization, Development Plan, Financials, and Local Economic Benefits. That Business Plan describes what the Operation looks like when in full **PHASE II** operation including the operation of the new chair lift. It also includes an Operating Budget (**Appendix C**), and a Capital Improvements Budget (**Appendix D**)

PHASE I, which includes the Business Start-up - 2012 – 2013 winter operation (**Appendix E**) will initiate the strategy of good customer service with a plan for “seamless” transition to full operation. The transition timeline, will depend on funding for improvements necessary for full operation, however it is the plan for **PHASE II**, to commence in the winter of 2013 – 2014. JHSB made the decision to limit the initial operation to tubing, and to established events, so as not to stretch the capability of the facilities, capital assets and staffing, and focus on a modest, but quality and fun experience for the customer. For comparison purposes to the **PHASE II** Operating Budget (**Appendix C**), a **PHASE I** Operating Budget is shown in (**Appendix F**).

JHSB has a good start for transitioning to **PHASE II**, as they have already secured a double chair lift and 3 surface lifts from Squaw Valley ski facility. Fundraising for this transition is ongoing in order to secure the necessary capital for installation of the chair lift and surface lifts. Besides installation of the lifts, the goal for **PHASE II** is upgrading the lodge for accessibility, and replacing the deck. The philosophy for upgrading the lodge is to retain the rustic and historic feeling.

Maintenance and Housekeeping

As described in **Appendix A - Job Duties & Responsibilities**, the Assistant “Mountain” Manager position is responsible for:

- General maintenance, including the parking lot
- Maintenance of the water and sewer systems
- Repairs and maintenance on all lifts
- Make sure all equipment is in proper working order
- Make sure lift-loading areas are kept neat and clean

Also under responsibilities of the Assistant Manager are Janitorial & Maintenance Personnel which are responsible for:

- Make sure parking lot and hill area is clean and trash is removed daily
- Keep lodge vacuumed and garbage free
- Keep all food service areas clean by sweeping and mopping daily
- Ensure bathrooms are kept clean and supplied
- Keep grounds surrounding lodge garbage free

Duties & Responsibilities of the Food & Beverage Manager are:

- Adhere to all food sanitation requirements
- Ensure all equipment is maintained and cleaned
- Manage food procurement, handling, storage and disposal in accordance with standards of Plumas County Environmental Health and California State Parks

Safety and Security

Johnsville Historic Ski Bowl (JHSB) has prepared a detailed Policy Plan, based largely on a plan for the Sky Tavern operation in Reno which also engages a large number of volunteers and some paid positions. The following is a summary of the Safety Program plan and the full plan is contained in **Appendix G**

Policy

JHSB is dedicated to the continuation of family oriented winter recreation. One of the ways JHSB will accomplish this is by supporting the local residents with a goal and facility for instructing the area’s young people how to snow ski and board safely while having fun. The

best way to achieve this goal is to remember that having **FUN** is number **2**, **LEARNING** is number **3**, and **SAFETY** is number **1**.

Everyone at JHSB, from the Board of Directors of the Eastern Plumas Recreation District (EPRD), the “on hill” staff, and the daily participants is responsible for ensuring a safe environment for all. If JHSB makes safety the number one priority, everyone can have fun and learn without fear of injury. Those who direct, or are in an oversight position, will be the most familiar with this program policy, but everyone is expected to “work and play safely.” JHSB’s goal is no work related or visitor accidents.

Administration and Coordination

The Safety Program will be coordinated through the JHSB – a sub committee of the EPRD. Audits of the work areas, reports to EPRD Board of Directors, investigating accidents, and handling the corrective actions will be the responsibility of the “safety committee”, a sub committee of JHSB, and presented by the chairman of said committee to the EPRD Board of Directors.

Safety Director

The Vice President of the EPRD Board of Directors has been designated the chairman of the safety committee. The chairman of the safety committee will be the Safety Director for the JHSB and will be responsible for the management of the Safety Program. Those responsibilities include:

- Setting policy and assigning responsibility, accountability, and follow-up to Team Members.
- Providing active leadership by participation, example, and a demonstrated interest in the program.
- Maintaining up to date information on local, state, and federal standards.
- Planning, organizing and coordinating safety and health training.
- Ensuring that policies for the medical treatment of injured workers and visitors are followed.

Daily Program Director

- The Daily Program Director – either the Mountain Manager or Assistant Manager – will be responsible for ensuring that everyone under his/her jurisdiction follows all safety policies and procedures.

Department Heads/Supervisors

All Department Heads and Supervisors will be expected to take a direct interest in workplace safety including the following:

- Keeping informed about safety and health regulations affecting the operations they supervise.

- Ensuring that each worker is able to complete each task to which he/she is assigned in a safe manner.
- Ensuring that the machines and equipment are maintained in a safe operating condition.
- Ensuring that everyone follows all safety and health regulations and work practices, including using required personal protective equipment.
- Reporting to immediate superior without delay any unsafe or unhealthy condition which they cannot correct themselves.

Safety Training

As part of the Workplace Safety Program, JHSB will provide different types of training for all JHSB workers as follows:

- A general safety orientation for all new staff, including volunteers.
- Specific training in how to safely perform their assigned tasks.
- Special training when they work with hazardous materials or complex types of machinery or other equipment.
- Special training in areas where there have been recurring injuries.
- Training on how to use any personal protective equipment provided.
- Follow up safety training will occur on an as needed basis.

These requirements are based upon the belief that when workers know how to do their jobs properly and know the hazards of the job, they will work safely.

The EPRD Board of Directors has the ultimate responsibility for the effectiveness of the safety program, the assigning of resources to implement it, and communicating the high priority of this program has. The EPRD Board has empowered the program administration to implement the safety program.

Products, Merchandise, and Services

The term products, as it relates to JHSB, are assumed to mean “activities” offered, as that is the product. In **PHASE I**, the product will include tubing, and events such as the Longbaord Races and Winter Snow-fest.

In support of the tubing and events activities, the operation will include food and beverage, and limited merchandise including apparel such as T-shirts, sweatshirts and caps. Food and beverage service will be outside in Phase I.

The operation in **PHASE I** will include access from the handicap parking to the lodge base of operation with adequate advance notification.

In **PHASE II** the product will include a – 2 seat – chair lift to replace the Squaw Poma, 2 surface lifts, 1 to re-install an existing lift, and one installed in the same alignment as the existing Rainbow Poma, and a tubing hill.

In support of these facilities, the operation will include upgrading the lodge which will allow for indoor food and beverage service. Merchandise will include apparel similar to that in Phase I.

PHASE II will include access from the handicap parking to the lodge and to the chair lift which will be accessible with adequate advance notification (refer to the following Accessibility paragraph)

Prices and Pricing Policies

PHASE I Pricing Policies will take into account that it is the start-up year of operation, with limited facilities and operating program. Accordingly, JHSB pricing policy will be to set prices at a level to attract visitors to the “hill” for an enjoyable – economical family focused experience. By following this policy, JHSB plans to establish a “return customers” base which can be built on in subsequent years as facilities and programs expand.

As previously described, the primary product will be tubing on a groomed hill for a family market. Prices will either be based on an rate of \$5 per hour, and a daily rate of \$15. Family rates will also be available.

PHASE II Pricing Policies will be based on lifts being available for skiing and boarding, and continuation of a tubing hill, or hills, all of which will be groomed. The products will still be priced to attract a family market with activities for the entire family. Prices will include individual rates, family rates and annual passes with an average rate of \$30 per customer.

Conservation and Recycling

The Johnsville Historic Ski Bowl (JHSB) will facilitate natural resource conservation in all facets of its operations. Food services will minimize use of disposal goods with priority placed on utilizing post-consumer recycled, recyclable, or compostable food service products. Recycling of aluminum and glass will be available at the lodge. Visitors will be encouraged to bring their own mugs and cups for beverages and potable water. All solid waste and recyclable items will be collected and transported to a waste transfer center weekly and secured from pests and animals nightly.

JHSB will implement practices not only to manage pests but also utilize sanitary receptacles that prevent pests from accessing any food, first aid equipment and products, or restroom supplies. All applicable rules will be followed to implement procedures for proper handling and storage of hazardous materials, spill containment systems, air quality compliance, and emergency protocols. Maintenance facilities containing hazardous materials will not be accessible to the public.

Energy and water conservation will also be a priority. Low-flow water faucets and efficient lighting will be utilized to the extent that fixtures do not significantly interfere with the rustic,

historical décor of the facilities. Heating will be primarily wood-fueled. Any additional heat will utilize energy-efficient and safe options available.

Accessibility

BACKGROUND

As contained in the Mitigated Negative Declaration (MND) for the Plumas Eureka Ski Bowl Improvements Project, and in the Operating Agreement (AGREEMENT) between the State and Eastern Plumas Recreation District (EPRD), the following describes the Johnsville Historic Ski Bowl (JHSB) program and commitment to provide visitors with disabilities reasonable accommodations for an enjoyable visit.

The improvements project for the historic ski hill will result from upgrading and improving existing facilities, and construction of limited new facilities. The main improvement will be replacement of the existing Squaw Poma lift with an accessible chair lift. The chair lift will make the ski hill more accessible to all skiers including the disabled. The existing “rustic” lodge will be upgraded for accessibility to the extent required, and feasible, to accommodate average and adaptive skiers. Toilets will be upgraded to accommodate handicapped visitors. Access to winter activities and facilities will be made accessible as reasonably feasible based on terrain, environmental concerns, limiting restrictions on operating hours and days, and available resources.

Under the Operating agreement it states the rules and regulations adopted by EPRD shall conform to, and be consistent with, the rules and regulations adopted by the State and generally applicable to the State Park System. With this as EPRD’s obligation, the EPRD program for accessibility will model the approach discussed in the State Park website which describes “Access for Visitors with Disabilities”.

As with the State parks, the Johnsville Historic Ski Bowl (JHSB) is quite different from large scale, commercial or even city or county facilities and operations and, therefore, “accessibility” related construction improvements may be undertaken over several years as improvements are made. It is also noted that the Operating Agreement with the State is for a period of 10 years ending in 2021, with no guarantee for continued operations for a similar or extended period of time.

Historically, the Plumas Eureka Ski Bowl was constructed, operated and maintained by community volunteers, and primarily served the local community including school programs, and was not accessible to all skiers. Under the limitations placed on the operations as contained in the MND, the facilities can only operate from 9am to 4pm – four days a week, and consequently, the JHSB entity will not have the revenue resources to provide the same level of facilities and services as available in larger facilities and services as available in larger facilities in the Reno and Truckee/Tahoe areas. Disabled visitors will need to be realistic

about their needs, and be prepared to make proper arrangements ahead of their planned visit in order for some services to be provided or made available. Proper arrangement may include 48 hrs. up to 168 hrs. notice depending on equipment and service needs.

As covered in the MND, it is anticipated that skiers per year will increase from an historic average of 4800 skiers to as many as 10,000 skiers. Because of the remote location, small number of skiers and limited hours of operations, it is not anticipated that the facilities will attract a large number of disabled skiers.

Generally, facilities improvements will include a means of access from existing handicapped parking to the base of operation / lodge. A telephone number will be made available where disabled / adaptive skiers may make arrangements based on needs. The chair lift will accommodate disabled skiers, improvements to the lodge will address access issues, and handicapped toilets will be provided.

Operationally, due to the limitations on days and times of operation and the total number of skiers, the operating entity – JHSB, will not have all types of adaptive equipment available for rental, and will accordingly, have to rely on local and regional ski rental sources. Ski equipment storage is not planned for average or adaptive ski equipment. Specialized adaptive services may be limited, or not available. Rental for adaptive equipment is not known to be available locally and, therefore, equipment will be at least one hour or more away from the ski hill in either Reno or the Truckee / Tahoe areas. JHSB will make arrangements, whenever feasible, in order to provide all skiers with an opportunity to access all the planned facilities and services.

PROGRAMATIC GUIDELINES

General: Whatever is provided or available to the average skier needs to be provided or available to the adaptive skier.

Rental of equipment: Due to the scale of operations, days and times of operation, and resources, there are no plans to rent equipment other than, possibly tubes. All other equipment, including adaptive equipment will only be available at local sources, if available, and most likely from shops in the Reno and Truckee / Tahoe areas.

Instruction: Instruction, including adaptive skier instruction, may be available through “Educational based Programs” such as from Feather River College, Plumas Unified School District, or other educational entities, but not by JHSB.

Training: Training will include ski patrol and ski hill operations personnel, and will need to include training in adaptive skier needs.

Ski Storage: Ski storage is not planned in the facilities improvements. If ski storage is provided in the future it will need to accommodate adaptive equipment. With proper notice, JHSB will accommodate wheelchair storage for adaptive skiers while they are skiing.

Transportation: (Shuttle Bus Service) If shuttle bus service is provided for average skiers, it shall also accommodate adaptive skier needs.

Drop-off locations:

- Existing handicapped parking area access to the “base area facility / lodge”. In early phases of improvements there are no plans for relocating existing handicapped parking closer to the base area facility. With proper advanced notice JHSB will provide adaptive skier transportation from the existing parking to the base area facility.
- Access routes from the base area facility to the chair lift staging area will be provided by firm and stable “snow” surfaces.

Skier Staging Area: A skier staging area will be provided adjacent to the base facility / lodge. It shall be a minimum of 8ft x 20ft with a maximum of 31/2 % slope in any direction.

On-Mountain Facilities: No on-mountain facilities are planned.

Ski Area Access: Adaptive skiers may use a guide, personal assistant or interpreter for purposes of skiing in control. A Skier Responsibility Code will be applied to all skiers with and without disabilities. If an adaptive skier is not capable of staying in control on the hill, the ski area has the right to pull their lift ticket and remove them from the mountain. Similarly, if the skier does not have the capability to load and unload the lift safely, they can be removed from the mountain as well.

Lift Access: An adaptive skier has the right to use a guide, personal assistant or interpreter for purposes of safely loading and unloading from the lift. In this case, the guide, personal assistant or interpreter is a component of the adaptive skier’s equipment.

Undue Hardship: This applies under Title II of the Americans with Disabilities Act. The resources of an entity in its entirety are considered in a discrimination claim. The courts would consider the ski area’s history as an accessible institution, both physically and programmatically.

Furnishings

The Johnsville Historic Ski Bowl (JHSB) has one central building, the historic Phil Intorff Lodge. The rustic lodge features a large, central fireplace encircled by wooden chairs and tables. The large hearth is perfect for drying mittens while sipping a hot drink and gazing out the windows to view the main face of the ski hill. A large deck with benches and picnic tables augment the lodge seating and provide an excellent spot to catch a breather on sunny days.

The lodge and deck feature large wooden beams and the building is painted a brick red color that is typical of historic building in the area. Interior décor is enhanced with historic displays which highlight the rich 150 years of skiing and longboard racing. Décor is rustic in nature, with necessary functional upgrades. Retro-fitting upgrades in the lodge are planned to accommodate disabled staff and visitors.

The lodge has a small food prep area which can be used for limited food service and a small sales counter. As improvements progress on the lodge, potable water from the new well will become available for the food prep area. Minor retrofits will be necessary to upgrade the facilities to higher quality and sanitary standards, especially for food storage and prep areas. No major food prep is planned for indoors, and most food will be cooked on a large exterior barbecue.

The lodge has a small room that will be used by ski patrol and emergency services. A bank of lockers will be available for use by staff and ski patrol.

Restrooms are located in a separate building adjacent to the lodge. These restrooms will be upgraded to accommodate the disabled, and are now supplied by water from the new well.

PHASING

PHASE I food prep, cooking and service will be entirely outside the lodge adjacent to the deck, and utilize a barbecue and warming equipment. Lodge improvements planned for **PHASE II** will include upgrades for accessibility, and to food storage, prep and service.

Facilities Development

Facility improvements have been generally described in SECTION I - "DEVELOPMENT PLAN", on page 5 of the Business Plan. Phase I water system upgrades include the installation of a well and a pipeline connection the existing toilets. For Phase I, accessible toilets will be portable, and existing toilets will either be remodeled, or replaced during Phase II.

Preliminary engineering and installation consulting for Phase II new chair lift and surface lifts has been provided by the following:

- Mike Stephenson, PE from Stephenson Engineering, LTD, Carson City, Nevada
- Jimmy King, Mountain Manager / Aerial Tramway Construction & Cable Splicer, from Squaw Valley USA.
- Fred Strolz, Strolz Electric, Electrical at Squaw Valley USA
- Volunteer consultation, Thomas Connolly R.C.E., Snowy Mountain Engineering

Engineering work for the new chair lift will be done by Stephenson Engineering; and installation may be a combination of contract installation consulting and volunteer and/or contractors. No design work has yet been started on Lodge upgrades, and when a scope of work has been

determined in phase II, an architect and engineer will be selected and descriptions and / or schematic drawing for the work to be accomplished will be forwarded to the State.

Implementation

As mentioned above, facility improvements are generally described in SECTION I – “DEVELOPMENT PLAN”, on page 5 of the Business Plan. The Capital Improvements Budget, **Appendix D** shows the year and estimated amounts for funding of the planned facilities improvements. JHSB has an ongoing fundraising effort, and will utilize net revenues for implementation of the planned facilities as funds are available.

Cost Estimates

Estimated costs for Operations are covered in **Appendix C** and **Appendix F**, and Capital Improvements estimated costs are covered in **Appendix D**.

Appendix A

JOHNSVILLE HISTORIC SKI BOWL (JHSB)

JOB DUTIES AND RESPONSIBILITIES

Introduction

Since the operation is limited to 4 days per week, and will generally operate between December and March, depending snow conditions, the staff will be mostly part-time paid and volunteer positions. The only position which may be full time is the Mountain Manager which will be at the discretion of the EPRD Board of Directors.

Mountain Manager

Job Duties & Responsibilities

- Oversee all operations
- Work directly under the supervision of the EPRD Board of Directors
- Set rules and policies for employees and Volunteers & enforce
- Utilize and manage funds & resources
- Keep website up to date
- Be official spokesperson
- Put together monthly budgets for fiscal year
- Financial responsibility of financial statements
- Oversee food and beverage operations (possibly concession)

Assistant Manager (Lifts / Operations)

Job Duties & Responsibilities

- Work directly under the supervision of the Mountain Manager
- Directly supervise Groomer / Mechanic, Lift operators, Parking Lot and Maintenance
- Keep Mountain Manager informed of any major activities on the hill
- Maintain water and wastewater systems
- Accept applications or resumes for prospective employees & volunteers
- Make sure adequate supplies and resources are available for operations
- Maintain contact and dealings with suppliers and maintenance companies
- Forward all invoices to business office for payment
- Perform or be responsible for all repairs on all lifts and log
- Be available during shift at any time for lift problems
- Make sure all equipment is in proper working order
- Follow and ensure all equipment safety rules are adhered to

- Make sure all ski patrollers keep trails closed while grooming
- Directly supervise all lift operators
- Work closely with risk management
- Make sure skis and boards have a safety strap or brakes
- Know and properly administer shut down procedures
- Slow down lift when small children, beginners and / or handicapped skiers are loading if necessary
- Make sure lift-loading area is kept neat and clean

Janitorial & Maintenance Personnel

Job Duties & Responsibilities

- Work directly under the supervision of Assistant Manager
- Make sure parking lot and hill area is clean and trash is removed daily
- Keep lodge vacuumed and garbage free
- Keep all food service areas clean by sweeping and mopping daily
- Ensure bathrooms are kept clean and supplied
- Keep grounds surrounding lodge garbage free

Ski Patrollers

Job Duties & Responsibilities

- Work directly under the supervision of Assistant Manager
- Make sure that the hill and lifts are safe before opening
- Ensure all trails are swept at the end of the day
- Make sure that the hill is covered while on break
- Make sure skiers / boarders on the large hill have skills to be there
- Discipline any skier / boarder who are endangering others on the hill
- Make sure lift towers; power poles etc. have mats in place
- Ensure all warning sign are visible, free of snow and legible
- Make sure helmets, safety straps, and binding brake rules are enforced
- Know the exact procedures for lift evacuations

Office personnel

Job Duties & Responsibilities

- Work directly under the supervision of the Mountain Manager
- Perform all accounting and financial duties pertaining to the business
- Ensure financials are complete and up to date
- Perform all necessary payroll functions
- Perform daily deposits and cash management
- Assist in various aspects of office duties as required

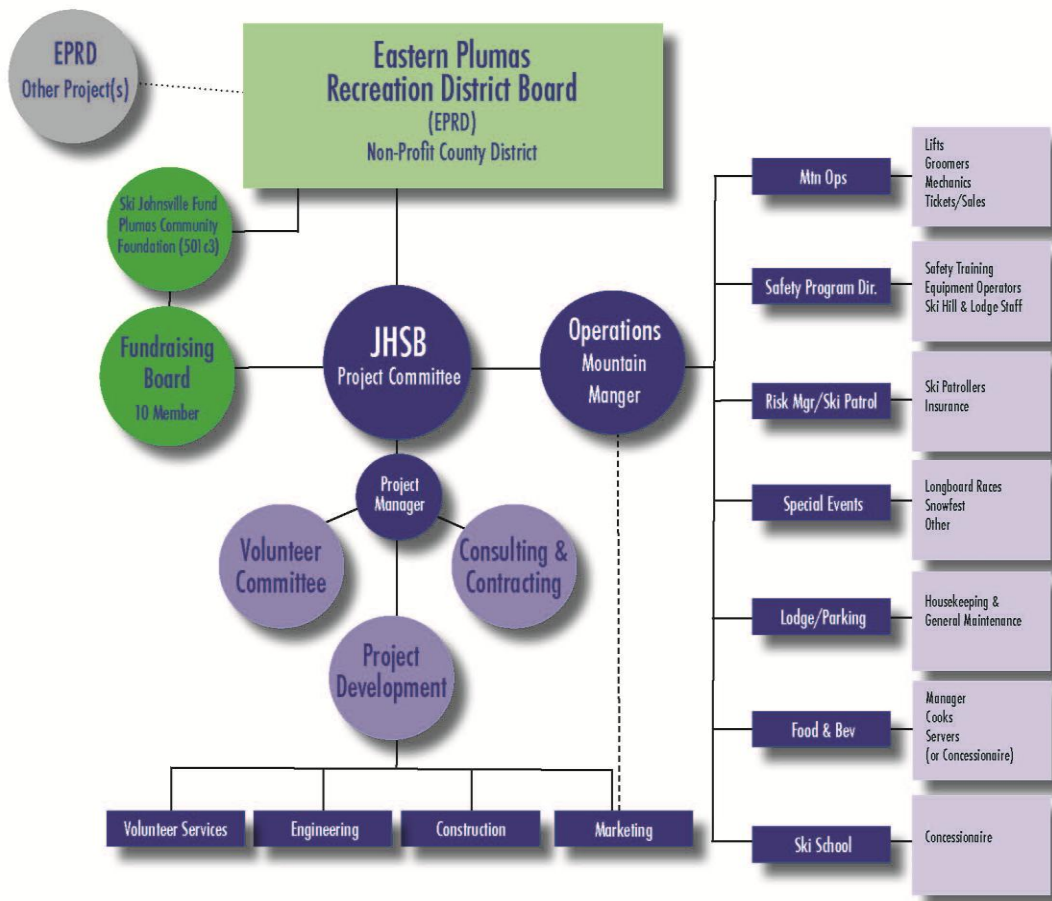
Food & Beverage Manager (F&B may be by concession)

Job Duties & Responsibilities

- Supervise all food & beverage services
- Work directly under the Mountain Manager
- Responsible for staff training
- Adhere to all food sanitation requirements
- Keep track of and submit all employee & volunteer hours to business office
- Ensure all equipment is maintained and cleaned
- Ensure coolers and freezers are well stocked with product for the day
- Make sure all food is put away before the end of day
- Follow proper inventory procedures and be responsible for ordering food and beverage supplies

Appendix B

JOHNSVILLE HISTORIC SKI BOWL Organization Chart



Appendix C
JOHNSVILLE HISTORIC SKI BOWL (JHSB)
FINANCIALS

Operating Budget / Pro Forma Statement

Introduction

The Operating Budget shown below was prepared utilizing information from the Plumas Eureka Ski Bowl Feasibility Report dated December 22, 2005 (Feasibility Report), and in accordance with the Operating Agreement (Operating Agreement), and the Mitigated Negative Declaration (MND). Skier Visits and Days of Operation figures are shown using an historic 34 year average to take into account the variability of snow conditions from year to year. Accordingly, Operational Revenues and Expense figures are based on the same Skier Visits and Days of Operation average. Operating expenses include a contingency item to acknowledge potential liability costs as contained in the Operating Agreement.

Operating Budget (for year 1 & 2 only)

Skier Visit Assumptions

	34 yr ave.	Year 1	Year 2
Skier visits per day	125	125	156
Yearly visits	4,000	6,000	7,500
Days of operation		48	48
Season passes		20	25

Revenues

Tickets @ \$30		\$180,000	\$225,000
Season Passes @ \$200		\$4,000	\$5,000
Food & Beverage		\$43,200	\$53,914
Special Use / Events		\$20,000	\$40,000
Total revenue		\$247,200	\$323,914

Expenses

Wages		\$33,600	\$43,600
Employee benefits		\$84,00	\$10,900
Possessory interest use tax		\$2,000	\$2,040
Insurance		\$20,000	\$20,000
Accounting / bookkeeping		\$5,000	\$5,000
Legal		\$3,500	\$3,500

Office, phone & postage	\$4,000	\$4,000
Fees, dues & licenses	\$1,000	\$1,000
Marketing	\$15,000	\$22,000
General maintenance	\$3,000	\$4,000
Equipment maintenance	\$20,000	\$20,000
Ski slope maintenance	\$10,000	\$10,000
Pest control	\$1,000	\$1,000
Fuel (4,500 gallons – diesel @ \$4.50/gal.)	\$20,250	\$20,250
Electrical power (assume generator year 1)	-	\$5,000
Propane	\$3,000	\$2,000
Sub Total		
Operating contingency reserve (1)	\$25,000	\$30,000
Sinking fund (equipment replacement)	\$15,000	\$15,000
Total expenses	\$181,350	\$219,290
Net revenue	\$65,850	\$104,624

- (1) Operating contingency includes “potential costs” per Operating Agreement such as:
Hazardous material cleanup, Reclamation / Restoration of premises & Legal
Liability
- (2) Net Revenues will go toward funding capital improvements in subsequent years.

Appendix D
JOHNSVILLE HISTORIC SKI BOWL (JHSB)
CAPITAL IMPROVEMENT BUDGET (FACILITIES & EQUIPMENT)

Phase I (Start-up / Operational)
Phase II (Long-term (Through Term of Agreement))

Category	Item	Status	Capital Investment as of Oct. 2012	Phase I Costs	Phase II Costs
Site	Demolition – Exist. Squaw towers & misc. old buildings	Est.	-	\$5,000	-
	Trails (hand crew or mastication)	Est.	-	\$1,000	-
	Oil interceptor (parking lot)	Est.	-	\$2,000	-
Engineering	Soils reports	Est.	-	\$6,000	-
	New chair lift	Contract	\$30,000 - \$5,000 (paid)	\$25,000	-
	Surface lifts	Est.	-	\$3,000	-
	SWPPP	Est.	-	\$2,000	\$5,000
Permits & Inspections	Permits	Est.	-	\$5,000	-
	Lift inspections	Est.	-	\$1,000	-
Lifts	Chair lift	Donated / paid	\$200k value. \$25k paid, \$175k donated	-	-
	Surface lifts	Donated	Est. value \$50,000	-	-
	Transport & storage	Donated	Est. value \$65,000	-	-
	Installation	Proposal	-	\$156,000	-
Buildings	Phase I Lodge upgrade inc. ADA	Est.	-	10,000	-
	Phase II Lodge upgrade	Est.	-	-	\$30,000
	Upgrade toilets	Est.	-	-	\$20,000
	Mt. Operations & Ski Patrol	Est.	-	\$1,000	\$5,000
	Phase I Maintenance Facility upgrade	Est.	-	\$2,000	-
	Phase II New Maintenance Facility	Est.	-	-	\$200,000
	Phase I Equipment Storage	Est.	-	\$2,500	-
	Phase II Equipment storage	Est.	-	-	\$10,000

Category	Item	Status	Capital Investment as of Oct. 2012	Phase I Costs	Phase II Costs
	Refuse / garbage storage	Est.	-	\$2,000	-
	New fuel tank	Est.	-	-	\$6,000
Equipment	Generator	Donated	Est. Lease Value \$3,000	-	-
	Existing generator (replace Phase II)	Est.	-	-	\$20,000
	Groomer (lease / purchase)	Est.	-	\$10,000	-
	Groomer	Est.	-	-	\$30,000
	Misc. snow removal, etc.	Est.	-	\$2,000	\$5,000
Infrastructure	Upgrade water system	Est.	Drill & Case \$22,000 (Paid)	-	-
	Install underground water lines and conduit	Est.	Donated labor, materials \$25500, paid \$800	-	-
	Upgrade sewage disposal system	Est.	-	-	\$20,000
	Electrical power from Johnsville	Est.	-	-	\$40,000
Misc.	Signage – lodge & trails	Est.	-	\$1,500	\$1,500
	Project Management	Est.	Paid\$1,525 / Donated \$950	\$10,000	\$10,000
	Sub Total		-	\$247,000	\$402,500
	Contingency @ 10%		-	\$24,700	\$40,250
	Total Capital Investment as of Oct. 2012		\$373,775		
	Total Costs – Phase I & Phase II			\$271,700	\$442,750

Appendix E
JOHNSVILLE HISTORIC SKI BOWL (JHSB)
PHASE I 2012 / 2013 - WINTER OPERATION

The 2012 / 2013 – Winter operation will include minimum improvements (refer to **Appendix D** – Capital Improvements Budget) and a limited operation. Depending on snow, the facilities are planned to be open for approximately 10 weekends, and two special events as described below. The chair lift replacement for the Squaw Poma will not be installed this year, but planned for installment next year.

A groomer has been purchased which will permit grooming for tubing activities, and grooming for special events. JHSB made a strategic decision not to install any surface lifts for this winter’s operation, and to concentrate on providing a tubing program which will provide a limited, but quality, foundation for transition to expanded lift operations in subsequent years.

Tubing will be the primary activity and be focused on a local family market with a secondary regional market. A tubing hill will be groomed and access will be walk-up. Plans may include rental of tubes, with accommodations for visitor supplied tubes.

A limited food and beverage services is planned. Food will include hot dogs, chili and possibly hamburgers and soup. Beverages are planned to include hot chocolate, hot cider, soda and water. All food will be served outside. Sale of limited merchandise such as T-shirts, sweatshirts, and caps is also planned.

Two Special Events are planned and they will include the Historic Longboard races (3 dates depending on snow) and a Winter Snow-fest weekend event over President’s Day weekend.

The operation will be run primarily by volunteers with limited paid positions as necessary. The operation will be accessible, but disabled visitors will need to be realistic with regard to their needs, and be prepared to make prior arrangements ahead of their planned visit. A phone number will be available for making arrangements, and arrangements may include 48 hours or more notice in order for certain services to be available. With the limited operation planned, handicap toilet facilities will be available, and with prior arrangements, access will be provided from ADA parking to the base / lodge facility.

Appendix F
JOHNSVILLE HISTORIC SKI BOWL (JHSB)
PHASE I OPERATING BUDGET - 2012 – 2013 WINTER OPERATION

Introduction

The Operating Budget shown below is a budget prepared for operations during the 2012 – 2013 winter, which is based on a limited operation as described in (**Appendix E**) which describes the 2012 – 2013 planned operation. This budget does not include fundraising revenue.

Skier Visits Assumptions

Days of operation	20 days
Visits per day	50
Yearly Visits	1000

Revenue

Tickets @ \$7.50 Ave.	\$7,500
Food & Beverage	\$5,000
Merchandise (including off-site sales)	\$10,000
Special Use / Events	\$2,500
Total Revenue	\$25, 000

Expenses

Wages & Contracts	\$4,500
Employee benefits	\$900
Possessory interest use tax	\$200
Insurance	\$7,500
Accounting / bookkeeping	\$500
Legal	\$250
Office, phone & postage	\$300
Fees, dues, & licenses	\$100
Marketing	\$2,500
General maintenance	\$200
Equipment maintenance	\$2,000
Ski slope maintenance (Groom Tubing Hill)	\$500
Pest control	\$200

Fuel / diesel @ \$4.50/ gal. (Groomer & Generator)	\$1,500
Propane	\$350
Toilets / ADA portable toilet	\$1200
Supplies to open	\$500
Subtotal	\$23,200
Operating contingency reserve (1)	\$2,320
Sinking fund (Equipment replacement)	\$1,000
Total Expenses	\$26,520
Total Revenue	\$25, 000
Net Revenue	(\$1,520)

- (1) Operating contingency includes poor snow conditions, and “potential costs” per the Operating Agreement such as: Hazardous material cleanup, Reclamation / Restoration of premises & legal
- (2) Net Revenues will go toward funding capital improvements in future years.
- (3) Operational start-up costs and Revenue shortfalls will be covered from EPRD “cash” account funds.