

Appendix 15

FS-2700-4h, Appendix G, Granger-Thye Fee Offset Certification

USDA Forest Service

OMB 0596-0082
 FS-2700-4h, Appendix G (03/06)

Authorization ID []
 Contact ID []
 Expiration Date []

APPENDIX G
Granger-Thye Fee Offset Claim Certification
for
SPECIAL USE PERMIT
AUTHORITY: Section 7 of the Granger-Thye Act, 16 U.S.C. 580d
<Reference FSH 2709.11, chapter 50>

[] NATIONAL FOREST
 [] RANGER DISTRICT
 PERMIT NUMBER []

Project Name _____ **Holder's Fiscal Year (FY)** _____

Total allowable costs may be offset under a Granger-Thye (GT) fee offset agreement to the extent they do not exceed the total annual fee for this permit. Total allowable costs of a GT project included in this GT claim are the sum of the direct GT project costs and indirect costs allocable to this GT project. Costs submitted under this GT claim will be accepted to the extent they are reasonable, allocable, and determined to be allowable, in accordance with the terms of the permit, GT agreement, and agency policy.

Direct GT Costs: Provide claimed GT costs by cost element and attach schedules to show the cost breakdown by cost element. Provide supporting documentation for the cost claim.

Indirect costs: Indirect costs must be computed based on Forest Service-approved indirect cost rate and may be added to the total direct GT costs. Attach the approved indirect cost rate for FY [] .

Approval of the fee offset claim is subject to all provisions in the Annual Granger-Thye Fee Offset Agreement (FS-2700-4h, Appendix B) executed by the U.S. Department of Agriculture, Forest Service, [name] National Forest, and [holder name] on [date of GT fee offset agreement].

DIRECT GT COSTS

Salaries and Wages	\$ []
Materials and Supplies	\$ []
Subcontracts	\$ []
Other (specify)	\$ []
Sum of Direct GT Costs	\$ []
INDIRECT COSTS ([]% x Direct GT costs)	\$ []
TOTAL GT COST CLAIM FOR PROJECT	\$ []

Subject to the penalties prescribed in the False Statements Act, 18 U.S.C. 1001, the holder certifies to the best of its knowledge that the representations in the documents supporting its claim for fee offset are accurate and complete. The Forest Service reserves the right not to grant the fee offset claim if any of these representations is inaccurate or incomplete. Failure to sign the certification shall vitiate the fee offset claim.

Signed: _____
 Name of Certifying Official

Date: _____

 Title of Certifying Official

Burden Statement

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0596-0082.

The time required to complete this information collection is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

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Appendix 16

Sample Collection Agreement for Granger-Thye Fee Offset Work

COLLECTION AGREEMENT

between

Campground Concessionaire - Name

and

Deschutes National Forest, USDA-Forest Service

THIS COLLECTION AGREEMENT is made and entered into by and between **Campground Concessionaire – Name**, hereinafter referred to as **XXXX** and the Ochoco National Forest, USDA-Forest Service, hereinafter referred to as the Forest Service, under the provisions of the Granger-Thye Act of April 24, 1950 (16 USC 572).

I. PURPOSE

XXXX was issued a Special Use Permit by the Forest Service, dated March 18, 2003 for the purpose of administering, operating, and maintaining fee campgrounds on the the Ochoco National Forest. Clause IV. Permit Fees And Other Records, E. Granger-Thye Fee Offset, of said Permit provides for replacement and reconditioning, such as unforeseen major repairs or replacement of building, water systems, disposal systems, and the like.

The 2005 **XXXX** Granger Thye Offset Agreement (Attachment A) identifies projects **XXXX** agrees to complete or have the Forest Service complete by collection agreement. The attached project (Attachment B) will be completed by the Forest Service by October 31, 2005. The work was accepted in the **XXXX** Granger-Thye Offset Agreement for 2005 dated June 28, 2005.

Under authority of Section 7 of the Granger-Thye Act, the Forest Service may at its discretion request **XXXX** to perform this replacement or reconditioning work for credit against part or all of the fee owed to the government specified in clause IV E. If requested by the Forest Service, **XXXX** may either (1) perform this work for fee credit or (2) upon reaching agreement with the Forest Service, **XXXX** may enter into a Collection Agreement whereby the Forest Service will perform the work forRRM; and

The Forest Service has requested that **XXXX** perform the work described in the **XXXX** Granger-Thye Offset Agreement for 2005 dated June 28, 2005.

The Forest Service has not received payments from **XXXX** for fees due the government under provisions of the Special Use Permit as they have received credit for Granger-Thye projects that have already been completed.

II. STATEMENT OF MUTUAL INTERESTS AND BENEFITS:

The Forest Service benefits by having the Cooperator use and maintain the improvements. The Cooperator wishes to operate the recreation sites in accordance with the terms and conditions of the Special Use Authorization. The authorized use results in the maintenance and repair of improvements under permit.

III. FOREST SERVICE SHALL:

1. If the cost of the work performed by the Forest Service exceeds the amount on deposit, pay out of appropriated funds any additional amounts necessary to complete this project.
2. Deposit funds paid by **XXXX** into a Forest Service CWFS Cooperative Work Account.
3. Perform the work according to Forest Service standards.

IV. COOPERATOR SHALL:

1. Utilize equipment, supplies and materials, which have been approved by the Forest Service.
2. Make payment to the Forest Service in the amount of \$XXXX.
3. Give the Forest Service or Comptroller General, through any authorized representative, access to and the right to examine all books, papers, or documents related to this instrument.
4. The Cooperator hereby agrees to defend and hold harmless the USDA Forest Service its representatives or employees, from any damage incident to the performance of the work resulting from, related to, or arising from this instrument.

V. IT IS MUTUALLY AGREED AND UNDERSTOOD BY ALL PARTIES THAT:

- A. The United States Government shall not be liable for any damage incident to the performance of work under this Agreement to any depositors or landowners who are parties to the Agreement, and all such depositors or landowners hereby expressly waive any and all claims against the United States Government for compensation for any loss, damage, personal injury or death occurring in consequence of the performance of this Agreement.
- B. This instrument is executed as of the last date shown below and expires four (4) years from the date of execution at which time it will be subject to review, renewal, or expiration. Either party may terminate this agreement by thirty (30) calendar days written notice to the other. In the event of early termination, any funds on deposit or obligated in a purchase order will be available for expenses incident to closing out the work beyond the written notice.
- C. Pursuant to Section 22, Title 41, United States Code, no member of, or Delegate to, Congress shall be admitted to any share or part of this instrument, or any benefits that may arise therefrom.
- D. Nothing herein shall be construed as obligating the Forest Service to expend or involving the United States in any contract or other obligation for the future payment of money in excess of appropriations authorized by law and administratively allocated for this work.
- E. Modifications within the scope of the instrument shall be made by mutual consent of the parties, by the issuance of a written modification, signed and dated by both parties, prior to any changes being performed. The Forest Service is not obligated to fund any changes not properly approved in advance.
- F. Improvements placed on National Forest System land at the direction of either parties, shall thereupon become property of the United States, and shall be subject to the same regulations and administration of the Forest Service as other National Forest improvements of a similar nature.
- G. This instrument in no way restricts the Forest Service or the Cooperator(s) from participating in similar activities with other public or private agencies, organizations and individuals.
- H. No part of this agreement shall entitle the cooperator to any share or interest in the project other than the right to use and enjoy the same under the existing regulations of the Forest Service including that specified by their permit.
- I. The principal contacts for this instrument are:

XXX
USDA Forest Service
Ochoco N.F.
XXX
XXX

XXX
Campground Copncessionaire
XXX
XXX
XXX

J. Funds authorized for use by the Forest Service, which are not spent or obligated for projects approved under this Agreement, will be refunded to the Suspense Account for **XXXX** fees or authorized for use for new projects as agreed to by both parties.

Both parties, by the respective duly authorized officials, have executed this Agreement on the last date shown below.

Campground Concessionaire

Ochoco National Forest

By _____
President

By _____
Acting Forest Supervisor

Date _____

Date _____

Attachment B.

20XX Granger-Thye Offset Projects Completed by the Forest Service

1. Hand-pump at Shannon Creek Campground	<u>Value</u> \$ 451.68
2. Boom Logs Tie Down at Baker Lake	\$2,312.31
3. Re-plumbing the Flush Restrooms at Denny Creek Campground	<u>\$1,072.90</u>
Total	\$3,836.89

Appendix 17

Sample Business Plan

A Business Plan

Rocky Mountain Region
of the
USDA Forest Service



Presented by the
Colorado Small Business Development Center

Name of Company _____

Address _____

Company Contact _____

Phone _____

Business Plan in Response to the Prospectus for:

on the

OCHOCO National Forest

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Part I: The Business

Purpose and Goals

As we proceed through our business careers, it is vital that we set goals for the future. Although this is difficult and time consuming, the final reward is worth the effort. As you fill in the following, be as realistic as you can. Answers you develop now will be the basis of your business plan.

What is your purpose in pursuing this business?

Define your business goals for the next year and what you foresee five years from now.

Description of the Business

This section should describe the nature and purpose of the company, background on its industry, and what opportunities you see for its products or services. It provides you with insights that allow you to better correlate the projections and estimates presented in subsequent sections.

Brief description of the business.

Briefly describe your knowledge of this industry.

List the products and services you will provide.

Legal Structure

There are several ways in which your business can be legally organized. To determine the best one for you and your organization, you need to seek competent legal and tax advice. To give you a general frame of reference, the more popular forms and their reasons for use are outlined in Part V, Appendices.

How is your company legally organized?

Why is this legal organization most appropriate for your business?

Does your operation require a state registration number? YES ____ NO ____ If "Yes," please include a copy of the registration in the Supporting Documents.

Include any appropriate information, including shareholder or partnership agreements, in the Supporting Documents, and complete the following list of owners:

Name	Address	SSN	% Ownership
-------------	----------------	------------	--------------------

Location of Your Business

Describe the planned geographical location of the business and discuss any advantages or disadvantages of the site location in terms of wage rates, labor availability, closeness to customers or suppliers, access to transportation, state and local taxes, laws, and utilities. Describe your approach to overcoming any problems associated with the location.

Planned geographical location.

Discuss advantages or disadvantages of the site location.

Describe your approach to overcoming any problems.

Market And Customers

The purpose of this section is to present sufficient facts to convince the evaluator that the product or service has a substantial market and can achieve sales in the face of competition. Discuss who the customers are for the anticipated product or service. Where are the major purchasers for the product or service?

Describe your anticipated target market (e.g., age, income, hobbies, regional, national, international).

Describe the size of the current total market and potential annual growth.

Discuss your advertising campaign in terms of how, when, and where you will advertise, and estimated annual cost.

Competitive Analysis

Each business has (or should have) a uniqueness that separates it from its competitors. Make a realistic assessment of the strengths and weaknesses of competitive products and services, and name the companies that supply them. Compare competing products or services on the basis of image, location, price, advertising, and other pertinent features. Discuss your three or four key competitors and explain why you think that you can capture a share of their business. Discuss what makes you think it will be easy or difficult to compete with them.

Identify three or four of your key competitors.

Discuss their strengths and weaknesses.

Compare your product or service on key areas. For each area of comparison rank yourself and your selected competitors on a scale of 1 (high) to 5 (low). Remember: no ties.

Area of Comparison	You	Competitors			
		A	B	C	D
Image					
Location					
Price					
Advertising					
Service					
Uniqueness					
Other					

Why do you think you can compete with your competitors and capture a share of the market?

Management

Your management team is the key to turning a good idea into a successful business. The evaluator looks for a committed management team with a proper balance of technical, managerial, and business skills and experience in doing what is proposed. Be sure to include complete résumés for each key management member in the Supporting Documents section.

List owners and key management personnel and their primary duties. If any key individuals will not be onboard at the start of the venture, indicate when they will join the staff.

Discuss any experience when the above people have worked together that indicates how their skills complement each other and result in an effective management team.

List the advisors and consultants that you have selected for your venture. Capable, reputable, and well- known supporting organizations can not only provide significant direct and professional assistance, but also can add to the credibility of your venture.

Accountant _____

Attorney _____

Banker _____

Insurance Broker _____

Advertising _____

Others _____

Personnel

One of the key elements in any business is PEOPLE. Explain how you plan to recruit, develop, and maintain your workers. List the number of employees you will have, as well as their job titles and required skills.

Identify essential employees, their job titles, and required skills.

Identify the source and your plan to recruit essential employees.

Discuss any training or retraining that you plan for your employees. Also, discuss any necessary first-aid certification or recertification, etc.

Start-Up Expenses

Start-up expenses are the various costs it takes to open your doors for business. Some of these will be one-time expenditures, whereas others will occur every year.

Item	Cost
Total cost of capital equipment (from page 84)	\$ _____
Beginning inventory of operating supplies	_____
Legal fees	_____
Accounting fees	_____
Other professional fees	_____
Licenses and permits	_____
Remodeling and repair work	_____
Deposits (public utilities, etc.)	_____
Advertising	_____
Insurance	_____
Bonds	_____
Advance permit fees	_____
Other expenses:	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
Total Start-Up Expenses	\$ _____

Sources and Uses of Financing

This section is another critical financial forecast. What will be the sources of your initial financing? The following step of how you will use this financing to buy the assets needed to open your doors for business is equally important, and will be of major interest.

Note: This section will not be used if you own an existing business, unless you're planning a major refinancing and restructuring of your business.

On the next page:

- ② Fill in the cash amounts to be invested by the various owners or shareholders.
- ② Fill in the market value of noncash assets to be invested by the various owners or shareholders. Examples include equipment, vehicles, and buildings.
- ② Fill in the bank loans to your business, both short-term (one year or less) and long-term.
- ② Fill in the amounts of loans secured by your personal assets (for example, your home).
- ② Fill in any Small Business Administration loans from any other sources.
- ② Fill in the amounts of cash used to buy various assets in the Uses of Financing section.
- ② Fill in the noncash assets contributed by the owner (use the same amounts listed in Sources of Financing).
- ② Estimate your "working capital" needs. This is an often misused term, since it strictly means "current assets minus current liabilities." However, we use "working capital" here to describe that money which you'll need to pay operating expenses for the first few months of business operation until profits are realized. The number of months working capital depends on the business, but as an absolute minimum you should have three months of expense money in the bank. You should discuss this with your banker, and you may want to consider a pre-approved loan called a "line of credit," from which you draw funds only when you need to have them.
DON'T SKIP THIS STEP!
- ② Total both sections (Sources and Uses); they should be equal.

Sources of Financing

Investment of cash by owners	\$

Investment of cash by shareholders	

Investment of noncash assets by owners	

Investment of noncash assets by shareholders	

Bank loans to business: short term (one year or less)	

Bank loans to business: long term (more than one year)	

Bank loans secured by personal assets	

Small Business Administration loans	

Other sources of financing (specify)	
_____	_____
_____	_____
Total Sources of Financing	\$

Uses of Financing

Buildings \$ _____

Equipment _____

Initial inventory _____

Working capital to pay operation expenses _____

Noncash assets contributed by owners
(use same amount as in Sources, above) _____

Other assets (specify)

Total Uses of Financing \$ _____

Monthly Cash Flow Projection

The cash flow projection is the most important financial planning tool available to you. If you were limited to one financial statement, the Cash Flow Projection would be the one to choose.

For a new or growing business, the cash flow projection can make the difference between success and failure. For an ongoing business, it can make the difference between growth and stagnation.

Your Cash Flow Projection will show you:

- ② how much cash your business will need;
- ② when it will be needed;
- ② whether you should look for equity, debt, operating profits, or sale of fixed assets; and
- ② where the cash will come from.

The cash flow projection attempts to budget the cash needs of a business and shows how cash will flow in and out of the business over a stated period of time. Cash flows into the business from sales, collection of receivables, capital injections, etc., and flows out through cash payments for expenses of all kinds.

A cash flow deals only with actual cash transactions. Depreciation, a noncash expense, does not appear on a cash flow. Loan repayments (including interest), on the other hand, do, since they represent a cash disbursement.

After it has been developed, use your cash flow projection as a budget. If the cash outlays for a given item increase over the amount allotted for a given month, you should find out why and take corrective action as soon as possible. If the figure is lower, you should also find out why. If the cash outlay is lower than expected, it is not necessarily a good sign. Maybe a bill wasn't paid. By reviewing the movement of your cash position you can better control your business.

Use the Cash Flow Projection chart on the next page to make sure you don't omit any ordinary cash flow item. But be sure to add any items that are peculiar to your business.

The level of detail you wish to provide is another judgement call. You may want to provide much more detail than is shown in these examples. You might benefit from breaking down your total cash flow into a series of cash flows, each representing one profit center or other business unit. This can be particularly helpful if you have more than one source of revenue. The accumulated information gained by several projections can be very valuable.

Cash Flow Projection (or Cash Flow Budget) by Month: Year One

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
1		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	TOTAL
2	Cash Receipts													
3	Sales Receivables													
4	Wholesale													
5	Retail													
6	Other Services													
7	Total Cash Receipts													
8	Cash Disbursements													
9	Cost of Goods													
10	Variable Labor													
11	Advertising													
12	Insurance													
13	Legal and Accounting													
14	Delivery Expenses													
15	Fixed Cash Disbursements*													
16	Mortgages (Rent)													
17	Term Loan													
18	Line of Credit													
19	Other													
20	Total Cash Disbursements													
21														
22	Net Cash Flow													
23														
24	Cumulative Cash Flow													
25														
26	*Fixed Cash Disbursements													
27	Utilities													
28	Salaries													
29	Payroll Taxes and Benefits													
30	Office Supplies													
31	Maintenance and Cleaning													
32	Licenses													
33	Boxes, Paper, etc.													
34	Telephone													
35	Miscellaneous													
36	Total FCD/Year													
37	FCD/Month													
38														
39	Cash on Hand													
40	Opening Balance													
41	+ Cash Receipts													
42	- Cash Disbursements													
43	Total = New Balance													

Start-Up Balance Sheet

Balance sheets are designed to show how the assets, liabilities, and net worth of a company are distributed at a given point in time. The format is standardized to facilitate analysis and comparison; do not deviate from it.

Balance sheets for all companies, great and small, contain the same categories, arranged in the same order. The difference is one of detail. Your balance sheet should be designed with your business information needs in mind. These will differ according to the kind of business you are in, the size of your business, and the amount of information your bookkeeping and accounting systems make available.

A sample balance sheet follows.

Name of the Business
Date (month, day, year)
Balance Sheet

Assets

Current Assets		\$ _____
Fixed Assets	\$ _____	
Less Accumulated Depreciation	\$ _____	
Net Fixed Assets		\$ _____
Other Assets		\$ _____
Total Assets		\$ _____

Footnotes:

Liabilities

Current Liabilities		\$ _____
Long-Term Liabilities		\$ _____
Total Liabilities		\$ _____

Net Worth or Owner's Equity

(Total assets minus total liabilities)		\$ _____
Total Liabilities and Net Worth		\$ _____

Footnotes:

Start-Up Income Statement Projection

Income Statements, also called Profit and Loss Statements, complement balance sheets. The balance sheet gives a static picture of the company at a given point in time. The income statement provides a moving picture of the company during a particular period of time.

Income projections are forecasting and budgeting tools, estimating income and anticipating expenses in the near to middle-range future. For most businesses (and for most bankers), income projections covering one to three years are more than adequate. In some cases, a longer-range projection may be called for, but in general, the longer the projection, the less accurate it will be as a guide to action.

While no set of projections will be 100% accurate, experience and practice tend to make the projections more precise. Even if your income projections are not accurate, they will give you a rough set of benchmarks to test your progress toward short-term goals. They become the base of your budgets.

The reasoning behind income projection is: Since most expenses are predictable and income doesn't fluctuate too drastically, the future will be much like the past. For example, if your gross margin has historically been 30% of net sales, it will (barring strong evidence to the contrary) continue to be 30% of net sales. If you are in a start-up situation, look for financial-statement information and income ratios for businesses similar to yours. The Robert Morris Associates' *Annual Statement Studies* and trade association publications are two possible sources.

Try to understate your expected sales and overstate expenses. It is better to exceed a conservative budget than to fall below optimistic projections. However, being too far under can also create problems, such as not having enough capital to finance growth. Basing income projections on hopes or unjustified fears is hazardous to your business's health. Be realistic; your budget is an extension of your forecasts.

A suggested format for an income projection follows on the next page. The content as shown in the sample may have to be modified to fit your particular operation, but do not change the basic form.

Income Projection by Month: Year One

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
		Oct	Nov	Dec	Jan	Feb	Mar	April	May	June	July	Aug	Sept	TOTAL
1														
2														
3	Sales													
4	Wholesale													
5	Retail													
6	Total Sales:													
7														
8	Cost of Materials													
9	Variable Labor													
10	Cost of Goods Sold													
11														
12	Gross Margin													
13														
14	Operating Expenses													
15	Utilities													
16	Salaries													
17	Payroll Taxes and Benefits													
18	Advertising													
19	Office Supplies													
20	Insurance													
21	Maintenance and Cleaning													
22	Legal and Accounting													
23	Delivery Expenses													
24	Licenses													
25	Boxes, Paper, etc.													
26	Telephone													
27	Depreciation													
28	Miscellaneous													
29	Rent													
30	Total Operating Expenses:													
31														
32	Other Expenses													
33	Interest (Mortgage)													
34	Interest (Term Loan)													
35	Interest (Line of Credit)													
36	Total Other Expenses:													
37	Total Expenses:													
38														
39	Net Profit (Loss) Pre-Tax													

Part III: Historical Financial Reports for Existing Business

- _____ Balance sheet (past three years)
- _____ Income statement (past three years)
- _____ Tax returns (past three years)
- _____ Current credit report from major credit bureau

Part IV: Supporting Documents

- ____ Personal résumés of business owners, officers, and partners
- ____ Personal financial statements of business owners, officers, and partners
- ____ Bank or investor letters of intent to finance project
- ____ Copies of business leases pertinent to this business
- ____ Copies of all pertinent existing permits or licenses applicable to this business

Part V: Appendices

Legal Organization

There are several ways in which your business can be legally organized. To determine the best one for you and your organization, you need to seek competent legal and tax advice. To give you a general frame of reference, the more popular forms and their reasons are outlined below. Business Start-Up Kits and information on registration, licensing, and permit requirements can be obtained in Colorado by calling the Business Assistance Center Hotline: 592-5920 in Denver, or (800) 333-7798 outside the Denver area.

Sole Proprietorship

A sole proprietorship is a business owned by one person. This form of business is regulated by the state only in that some states (including Colorado) require you to register your trade name to do business as a sole proprietor. You do not have to register with the state if you are operating your business under your own full legal name. (Note: You must be licensed where required, and pay all appropriate taxes. You should also plan to maintain a separate checking account for your business, even if using your own Social Security number).

Advantages

- ② Simple to start.
- ② Easy to dissolve.
- ② Owner makes all management decisions.
- ② Pay only personal income tax; business entity not taxed separately.

Disadvantages

- ② Unlimited liability (owner legally liable for all debts, claims and judgments).
- ② Difficulty in raising additional funds.
- ② No one to share the management burden.
- ② Impermanence (company can't be sold or passed on; however, you may sell or pass on assets of the company).

General Partnership

A partnership is an association of two or more persons to carry on as co-owners of a business for profit. Some states require that you register your name if it is a trade name (not your full legal name). You must file state and Federal "information returns," but business income and losses flow through to the partners' personal taxes. The business pays no separate income taxes. Partners may share the profits of the business (and the losses) on an equal basis, or may pro rate the proceeds as set forth in a Partnership Agreement. Whichever way you determine to share in the business, you need to have a written Partnership Agreement outlining the ownership, responsibilities, and eventualities of dissolution or liquidation for the business.

Advantages

- ② Simple to start.
- ② Fairly easy to dissolve.
- ② Additional sources of capital from partners.
- ② Broader management base.
- ② More opportunity for each partner to specialize.
- ② Tax advantages: no separate income tax.
- ② Limited outside regulation, compared to a corporation.

Disadvantages

- ② Unlimited financial liability for all general partners (some partners' personal debts can even be charged to the business).
- ② Difficulty if raising outside capital.
- ② Divided authority.
- ② Continuity problems (business dies when any partner leaves or dies, unless succession has previously been spelled out in a Partnership Agreement. Partnership terminates in the event of a personal bankruptcy on the part of any partner).
- ② Difficult to find suitable (compatible) partners.
- ② One partner may be responsible for the actions of another partner, regardless of whether that partner had prior approval.

Corporation

There are two types of corporations generally recognized today: a regular "C" corporation, organized under the laws of the state in which you do business; and an "S" Corporation, so designated by the IRS and not necessarily recognized by your state.

A corporation is a business entity separate and distinct from its owner(s) or shareholder(s). You must file incorporation papers with the state of your choice. The corporation must file annual reports with the Secretary of State, and may have to file separate quarterly income tax returns. The corporation exists forever, can be bought and sold, and is regulated by the state. In Colorado, information about forming a corporation can be obtained from the Secretary of State's Office, 1560 Broadway, Denver; (303) 894-2251, or from the Business Assistance Center.

"C" Corporation Advantages

- ② Limited liability (as long as you *act* like a corporation-which means having a separate checking account and phone number, paying interest on any borrowed money, keeping up a corporate record book, filing annual reports, meeting with your Board of Directors at least annually, etc.).
- ② Easier to bring in additional capital.
- ② Ownership is transferable.
- ② Company has continuous, perpetual existence.
- ② Possible tax advantages (seek adequate advice from a tax professional).
- ② Gives you more sense of permanence, thus more "weight," in the business world.

``C" Corporation Disadvantages

- ② More expensive to organize.
- ② Highly regulated.
- ② Extensive record-keeping requirements.
- ② Double taxation (corporation pays its own income taxes; if you pay yourself a salary or a dividend, you also pay personal income taxes).
- ② Shareholders/Board of Directors may counter your management decisions.

``S" Corporation Advantages

- ② Filing a Subchapter Selection with the Internal Revenue Service allows you to be taxed on your corporate profits through your personal tax return.
- ② You still maintain the limited liability of a corporation.
- ② If you have additional personal income against which to deduct company losses, or if your personal tax rate is lower than the corporate tax rate, this form may be advantageous for you. Again, please seek professional tax advice to make this determination.

``S" Corporation Disadvantages

- ② There are some restrictions on S Corporations, mainly in how you can sell your shares. You can have a maximum of 35 shareholders, all of whom must be U.S. citizens, and be individuals (not corporations).
- ② You must request permission from the IRS to be an S Corporation, and generally, must maintain the calendar year as your fiscal year.

We suggest that, if you intend to be an ``S" Corporation, you do so at the inception of your incorporation to meet IRS deadlines, and to be able to pass all losses on to the shareholders.

Limited Partnership

In a Limited Partnership, there are two kinds of partners: general partners, who carry full liability; and limited partners, who carry limited liability. Limited partners must make known, through filing with the Secretary of state, that they indeed are limited partners, and they may not participate in the day-to-day management of the business. Again, as in the "S" Corporation, profits from Limited Partnerships are taxed through each partner's personal tax return. Limited partnerships are popular in industries where a great deal of "up-front" money is needed for projects that are expected to produce a high return, such as in real estate, energy, movie production, and sports teams.

Limited Liability Company (LLC)

While wearing the corporate form, essentially, an LLC is similar to a Limited Partnership, except the general partner also carries limited liability. Profits are taxed through individual owners' personal tax returns. The advantage of this form over an "S" Corporation is that other corporations may be owners, and the Limited Liability Company may also hold 100% ownership in subsidiary companies. If you are a small corporation, but have interest from institutional or corporate investors, this form of organization may hold distinct advantages for you.

Be aware, however, that the LLC is a relatively new business form. Legal precedents have not yet been set to outline clearly all the legal and tax ramifications of this form of organization. If interested in becoming an LLC, you are strongly urged to seek competent, professional legal and tax advice.

Available Business Resources

The following offices are available as resources to those interested in responding to a prospectus that offers an opportunity to supply a recreation activity to the Forest visitor.

USDA FOREST SERVICE PACIFIC NORTHWEST REGION

333 SW 1st Avenue
P.O. Box 3623
Portland, OR 97208
ATTN: Mike Heilman
505-808-2442

COLUMBIA RIVER GORGE NATIONAL SCENIC AREA

902 Wasco Ave. Suite 200
Hood River, OR 97031
(541) 386-2333

HELLS CANYON NATIONAL RECREATION AREA

Box 832
Riggins, ID 83549
(208)628-3916

COLVILLE NATIONAL FOREST

Supervisor's Office
765 S. Main
Colville, WA 99114
Phone (509) 684-7000

DESCHUTES NATIONAL FOREST

Supervisor's Office
1645 Hwy. 20 East
Bend, OR 97701
Phone (541) 388-2715

FREMONT NATIONAL FOREST

Supervisor's Office
524 North G Street
Lakeview, OR 97630
Phone (541) 947-2151

GIFFORD PINCHOT NATIONAL FOREST

Forest Headquarters
10600 N.E. 51st Circle
Vancouver, WA 98682
Phone (360) 891-5000

MALHEUR NATIONAL FOREST

Supervisor's Office
P.O. Box 909
John Day, OR 97845
Phone (541) 575-3000

MT. BAKER-SNOQUALMIE NATIONAL FOREST

Supervisor's Office
21905 64th Ave. W.
Mountlake Terrace, WA 98043
Phone (206) 775-9702

MOUNT HOOD NATIONAL FOREST

Supervisor's Office
16400 Champion Way
Sandy, OR 97055
Phone (503) 668-1700

OCHOCO NATIONAL FOREST

Supervisor's Office
3160 N.E. 3rd St., PO Box 490
Prineville, OR 97754-0490
(541) 416-6500

OKANOGAN NATIONAL FOREST

Supervisor's Office
1240 South Second Ave.
Okanogan, WA 98840-9723
(509) 826-3275

OLYMPIC NATIONAL FOREST

Supervisor's Office
1835 Black Lake Blvd. SW
Olympia, WA 98512-5623
(360) 956-2300

ROGUE RIVER NATIONAL FOREST

Supervisor's Office
333 West 8th Street, P.O. Box 520
Medford, OR 97501
(541) 858-2200

SISKIYOU NATIONAL FOREST

Supervisor's Office
200 N.E. Greenfield Rd., P.O. Box 440
Grants Pass, OR 97526
(541) 471-6500

SIUSLAW NATIONAL FOREST

Supervisor's Office
4077 Research Way, P.O. Box 1148 (97339)
Corvallis, Or 97333
(541) 750-7000

UMATILLA NATIONAL FOREST

Supervisor's Office
2517 S.W. Hailey Ave.
Pendleton, OR 97801
(541) 278-3716

UMPQUA NATIONAL FOREST

Supervisor's Office
P.O. Box 1008, 2900 Stewart Parkway
Roseburg, OR 97470
(541) 672-6601

WALLOWA-WHITMAN NATIONAL FOREST

Supervisor's Office
1550 Dewey Ave., P.O. Box 907
Baker City, OR 97814
(541) 523-6391

WENATCHEE NATIONAL FOREST

Supervisor's Office
215 Melody Lane
Wenatchee, WA 98801-5933
(509) 662-4335

WILLAMETTE NATIONAL FOREST

Supervisor's Office
211 East 7th Avenue
Eugene, OR 97440
(541) 465-6521

WINEMA NATIONAL FOREST

Supervisor's Office
2819 Dahlia Street
Klamath Falls, OR 97601
(541) 883-6714

Small Business Development Centers (SBDC)

The U.S Small Business Administration (SBA) administers the Small Business Development Center Program to provide management assistance to current and prospective small business owners. SBDCs offer one-stop assistance to small businesses by providing a wide variety of information and guidance in central and easily accessible branch locations. The program is a cooperative effort of the private sector, the educational community and federal, state and local governments. It enhances economic development by providing small businesses with management and technical assistance.

The SBDC Program is designed to deliver up-to-date counseling, training and technical assistance in all aspects of small business management. SBDC services include, but are not limited to, assisting small businesses with financial, marketing, production, organization, engineering and technical problems and feasibility studies. Special SBDC programs and economic development activities include international trade assistance, technical assistance, procurement assistance, venture capital formation and rural development.

The SBDCs also make special efforts to reach minority members of socially and economically disadvantaged groups, veterans, women and the disabled. Assistance is provided to both current or potential small business owners. They also provide assistance to small businesses applying for Small Business Innovation and Research (SBIR) grants from federal agencies.

Assistance from an SBDC is available to anyone interested in beginning a small business for the first time or improving or expanding an existing small business, who cannot afford the services of a private consultant.

Local SBDCs

Note: This listing is limited to SBDC offices located near the Portland/Vancouver area. For a complete listing of SBDC offices near you, visit the SBDC website at <http://www.sba.gov/sbdc/> .

* Lead Small Business Development Center

Oregon SBDC Network Office
LANE COMMUNITY COLLEGE*
Dr. Edward "Sandy" Cutler, State Director
44 West Broadway, Suite 501
Eugene, OR 97401-3021
(541) 726-2250 FAX: (541) 345-6006
cutlers@lanec.edu

Washington State SBDC
WASHINGTON STATE UNIVERSITY*
Ms. Carolyn Clark, State Director
College of Business and Economics
501 Johnson Tower
Pullman, WA 99164-4851
(509) 335-1576 FAX: (509) 335-0949
email: clrk@wsu.edu

Centralia College
Small Business Development Center
Mr. Don Hays, BDS
600 West Locust Street
Centralia, WA 98036
(360) 736-9391 FAX: (360) 753-3404

Chemeketa Community College
Small Business Development Center
Ms. Jimmie Wilkins, Director
365 Ferry Street SE
Salem, OR 97301
(503) 399-5088 FAX: (503) 581-6017
jimmiew@chemeketa.edu

Clackamas Community College

Small Business Development Center
Mr. Tim Shea, Director
7736 SE Harmony Road
Milwaukie, OR 97222
(503) 656-4447 FAX: (503) 650-7358
tshea@clackamas.cc.or.us

Columbia Gorge Community College

Small Business Development Center
Mr. Bob Cole, Director
400 E. Scenic Drive, Suite 257
The Dalles, OR 97058
(541) 298-3118 FAX: (541) 298-3119
bcole@cgcc.cc.or.us

Lane Community College

Small Business Development Center
Ms. Jane Scheidecker, Director
1059 Willamette Street
Eugene, OR 97401
(541) 726-2255 FAX: (541) 744-3991
scheideckerj@lanecc.edu

Linn-Benton Community College

Small Business Development Center
Mr. Dennis Sargent, Director
6500 SW Pacific Boulevard
Albany, OR 97321
(541) 917-4923 FAX: (541) 917-4831
Sargend@Peak.org

Mount Hood Community College

Small Business Development Center
Mr. Don King, Director
323 NE Roberts Street
Gresham, OR 97030
(503) 491-7658 FAX: (503) 666-1140
bizinfo@teleport.com

Portland Community College

Small Business Development Center
Mr. Tom Lowles, Director
2701 NW Vaughn Street, Suite 730
Portland, OR 97210
(503) 978-5080 FAX: (503) 222-2570
pccsbdc@teleport.com

Washington State University

Small Business Development Center
Janet A. Harte, Director
200 SE Park Plaza Drive, Suite 1005
Vancouver, WA 98684
(360) 260-6372 FAX (360) 260-6369
harte@vancouver.wsu.edu

Central Oregon Community College

Business Development Center
2600 NW College Way
Boyle Education Center Building
Bend, OR 97701
(541) 383-7290 FAX: (541) 318-3751

Appendix 18

FS-6500-24

Financial Statement

PART A. BALANCE SHEET			
YEAR ENDED	CURRENT YEAR (MM/DD/YYYY)	PAST YEAR (MM/DD/YYYY)	THIRD YEAR (MM/DD/YYYY)
ASSETS			
CURRENT ASSETS:			
CASH			
RECEIVABLES-TRADE			
LESS ALLOWANCES FOR DOUBTFUL ACCOUNTS	< >	< >	< >
INVENTORIES (LIST MAJOR CATEGORIES):			
SUPPLIES AND MISCELLANEOUS			
MARKETABLE SECURITIES			
PREPAID EXPENSES			
SUPPLIES INVENTORY			
OTHER CURRENT ASSETS:			
TOTAL CURRENT ASSETS			
FIXED ASSETS:			
LAND			
BUILDINGS			
MACHINERY AND EQUIPMENT			
PLANT			
LEASEHOLD IMPROVEMENTS			
OTHER			
LESS ALLOWANCE FOR DEPRECIATION	< >	< >	< >
BOOK VALUE-FIXED ASSETS			
OTHER ASSETS:			
DEPOSITS-CASH			
DEPOSITS-SECURITIES			
TOTAL-OTHER ASSETS			
TOTAL ASSETS			

LIABILITIES AND OWNER EQUITY	CURRENT YEAR	PAST YEAR	THIRD YEAR
CURRENT LIABILITIES:			
ACCOUNTS PAYABLE-TRADE			
ACCRUED PAYROLL			
ACCRUED PAYROLL TAXES AND INSURANCE			
NOTES PAYABLE			
INCOME TAXES-CURRENT			
OTHER TAXES			
CURRENT PORTION OF LONG-TERM DEBT			
OTHER CURRENT LIABILITIES (SPECIFY):			
TOTAL CURRENT LIABILITIES			
OTHER LIABILITIES:			
DEFERRED INCOME TAXES			
LOANS FROM OFFICERS/PARTNERS			
LONG-TERM OBLIGATIONS-LESS CURRENT AMOUNT			
TOTAL OTHER LIABILITIES			
TOTAL LIABILITIES			
OWNER EQUITY:			
CAPITAL STOCK OUTSTANDING			
RETAINED EARNINGS (DEFICIT)			
PARTNERS' INVESTMENT (DEFICIT)			
TOTAL OWNER EQUITY			
TOTAL LIABILITIES AND OWNER EQUITY			

PART B. SUPPLEMENTAL DATA

THIS STATEMENT IS ON THE-CASH BASIS _____ ACCRUAL BASIS _____

INVENTORIES ARE-LIFO _____ FIFO _____ COST OR MARKET WHICHEVER IS LOWER _____

NAMES OF CONTRACTORS OR SUB-CONTRACTORS USED (IF ANY):

PART C. INCOME STATEMENT

CURRENT YEAR PAST YEAR THIRD YEAR

GROSS SALES			
LESS-RETURNS AND ALLOWANCES	< >	< >	< >
NET SALES			
LESS-COST OF GOODS SOLD	< >	< >	< >
GROSS PROFIT ON SALES			
LESS-SELLING EXPENSE	< >	< >	< >
NET PROFIT (LOSS) ON SALES			
GENERAL EXPENSE:			
OFFICERS SALERIES			
LEGAL AND OTHER PROFESSIONAL EXPENSE			
OFFICE EXPENSE			
TOTAL GENERAL EXPENSE			
NET OPERATING PROFIT (LOSS)			
ADD-OTHER INCOME			
LESS-INTEREST EXPENSE			
INCOME TAXES	< >	< >	< >
OTHER EXPENSE	< >	< >	< >
NET AMOUNT OF OTHER INCOME AND EXPENSE	< >	< >	< >
NET PROFIT (LOSS) FOR YEAR			

NOTE: Offers must set forth full, accurate, and complete information as required in this Financial Statement (including any attachments). The penalty for making false statements in this Financial Statement is prescribed in 18 U.S.C. 1001.

PART D (1): CERTIFICATION FOR CORPORATIONS OR PARTNERSHIPS

We, the undersigned, general officers (or members) of (insert name of corporation or partnership) being severally sworn, each declares that the above or attached financial statements are true and correct, and that it covers all of the financial affairs of said company (or) firm up to and including the date of (Month day, year)

CERTIFYING OFFICIAL'S NAME AND TITLE	SIGNATURE (Sign in ink)	DATE
CERTIFYING OFFICIAL'S NAME AND TITLE	SIGNATURE (Sign in ink)	DATE
SWORN TO AND SUBSCRIBED before me this day of <i>(Month/Year)</i>		<i>(Affix Notary Seal)</i>
SIGNATURE	TITLE	

PART D (2). CERTIFICATION FOR INDIVIDUALS

I swear (or affirm) that the above or attached financial statements are true and correct to the best of my knowledge.

INDIVIDUAL'S NAME AND TITLE	SIGNATURE (Sign in ink)	DATE
SWORN TO AND SUBSCRIBED before me this day of <i>(Month/Year)</i>		<i>(Affix Notary Seal)</i>
SIGNATURE	TITLE	

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0596-0082. The time required to complete this information collection is estimated to average 8 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, gender, religion, age, disability, political beliefs, sexual orientation, and marital or family status. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at 202-720-2600 (voice and TDD).

To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call (800) 975-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.

The Privacy Act of 1974 (5 U.S.C. 552a) and the Freedom of Information Act (5 U.S.C. 552) govern the confidentiality to be provided for information received by the Forest Service.

Appendix 19

FS-6500-25

Request for Verification

US DEPARTMENT OF AGRICULTURE, FOREST SERVICE
REQUEST FOR VERIFICATION
 (Reference FSH 6509.18)

FS-6500-25 (03/06)
 OMB No. 0596-0082

Instructions: Applicant - Complete items 1 thru 5. Forward directly to bank or lending institution.
 Lender - Please complete Items 6 thru 15. Return directly to National Forest, ATTN:
 National Forest, ATTN:

PART I - REQUEST

1. TO: Name and Address of Bank or other Lending institutions	2. FROM: (Name and Address of Applicant)
---	--

3. STATEMENT OF APPLICANT

TYPE OF ACCOUNT	ACCOUNT NUMBER	CURRENT BALANCE
CHECKING ACCOUNT		
SAVINGS ACCOUNT		
OTHER		

I have applied for a timber sale contract or concessionaire permit (please cross one out) with the National Forest and state that my balance with the bank or lending institution named in Item 1 are as shown in Item 3. My signature below authorizes verification of the information. Your response is solely a matter of courtesy for which no responsibility is attached to your institution or any of your officers.

4. Signature of Applicant	5. Date / /
---------------------------	---------------------

PART II - VERIFICATION

6. Does applicant have any outstanding loans? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, fill Item 7.			10. Is the account less than 2 months old? <input type="checkbox"/> Yes <input type="checkbox"/> No If Yes, fill in Item 11.		
TYPES OF LOANS	MONTHLY PYMT.	PRESENT BALANCE	11. Date account was opened:		
Secured			12. Payment Experience: <input type="checkbox"/> Favorable <input type="checkbox"/> Unfavorable If unfavorable, please explain in remarks.		
Unsecured					
8. Is applicant's statement in Item 3 correct? <input type="checkbox"/> Yes <input type="checkbox"/> No If no, fill Item 9.			11. Date account was opened:		
9. CURRENT BALANCES					
CHECKING		SAVINGS	11. Date account was opened:		
13. REMARKS:					

THE INFORMATION ON THIS FORM IS CONFIDENTIAL. IT IS TO BE TRANSMITTED DIRECTLY, WITHOUT PASSING THOROUGH THE HANDS OF THE APPLICANT OR ANY OTHER PARTY.

14. Signature of bank or lending official.	15. Date / /
--	----------------------

According to the Paperwork Reduction Act of 1995, an agency may not conduct or sponsor, and a person is not required to respond to a collection of information unless it displays a valid OMB control number. The valid OMB control number for this information collection is 0596-0082. The time required to complete this information collection is estimated to average 5 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information.

The U.S. Department of Agriculture (USDA) prohibits discrimination in all its programs and activities on the basis of race, color, national origin, gender, religion, age, disability, political beliefs, sexual orientation, and marital or family status. (Not all prohibited bases apply to all programs.) Persons with disabilities who require alternative means for communication of program information (Braille, large print, audiotape, etc.) should contact USDA's TARGET Center at 202-720-2600 (voice and TDD).

To file a complaint of discrimination, write USDA, Director, Office of Civil Rights, 1400 Independence Avenue, SW, Washington, DC 20250-9410 or call (800) 975-3272 (voice) or (202) 720-6382 (TDD). USDA is an equal opportunity provider and employer.

The Privacy Act of 1974 (5 U.S.C. 552a) and the Freedom of Information Act (5 U.S.C. 552) govern the confidentiality to be provided for information received by the Forest Service.

Appendix 20

National Quality Standards for Recreation Site Management

Meaningful Measures for Quality Recreation Management

RECREATION SITES

National Quality Standards

February 5, 2002

National quality standards define the corporate level of quality the Forest Service expects to provide the public at full service (Forest Plan) levels. These standards form the baseline for estimating the total cost of providing the quality opportunities visitors and customer's desire.

Recreation program components with National Quality Standards include: Developed Sites, Trails, General Forest Areas, Interpretive Services and Recreation Special Use Permit Administration. National Quality Standards for these components have been established for the Key Measures: Health and Cleanliness, Safety and Security, Condition of Facilities, Responsiveness, Resource Setting, and Permit Administration & Monitoring, Interpretive Product Development & Revision, Interpretive Product Delivery and Exhibit & Audio-Visual Systems Condition.

Critical National Standards are identified with an asterisk (*). If not met, the resulting conditions pose a high probability of immediate or permanent loss to people or property. If they cannot be met, due to budget or other constraints, immediate action must be taken to correct or mitigate the problem. Immediate action may include closing to public use the site, trail, area, permit, or portions of the affected site, trail or area. If conditions, facilities, or services addressed by "non-critical" standards decline to the point where the health or safety of the visitor is threatened, then mitigating actions must be taken.

Key Measure: HEALTH AND CLEANLINESS

1. *Visitors are not exposed to human waste
2. *Water, wastewater, and sewage treatment systems meet federal, state and local water quality regulations.
3. Garbage does not exceed the capacity of garbage containers.
4. Individual units and common areas are free of litter including domestic animal waste.
5. Facilities are free of graffiti.
6. Restrooms and garbage locations are free of objectionable odor
7. Constructed features are clean.

Key Measure: RESOURCE SETTING

1. *Effects from recreation use do not conflict with environmental laws (such as ESA, NHPA, Clean Water, TES, etc)
2. Recreation opportunities, site development, and site management are consistent with Recreation management system (ROS, SMS, BBM) objectives, development scale, and the Forest land management plan.
3. Landscape character at the developed recreation site is consistent with the Forest scenic integrity objectives.
4. Visitors and vehicles do not exceed site capacity.

Key Measure: SAFETY & SECURITY

1. *High-risk conditions do not exist in developed recreation sites.
2. *Utility inspections meet federal, state, and local requirements.
3. Laws, regulations and special orders are enforced.
4. Visitors are provided a sense of security

Key Measure: RESPONSIVENESS

1. *When signed as accessible, constructed features meet current accessibility guidelines.
2. Visitors feel welcome.
3. Information boards are posted in a user-friendly and professional manner.
4. Visitors are provided opportunities to communicate satisfactions (needs, expectations).
5. Visitor information facilities are staffed appropriately during seasons of use and current information is available.
6. Recreation site information is accurate and available from a variety of sources and outlets.

Key Measure: CONDITION OF FACILITIES

1. Constructed features are serviceable and in good repair throughout the designed service life
2. Constructed features in disrepair due to lack of scheduled maintenance, or in non-compliance with safety codes (e.g. life safety, OSHA, environmental, etc.) or other regulatory requirements (ABA/ADA, etc.), or beyond the designed service life, are repaired, rehabilitated, replaced, or decommissioned.
3. New, altered, or expanded constructed features meet Forest Service design standards and are consistent with an approved site development plan, including an accessibility transition plan.

Appendix 21

Water Testing Locations and Requirements

A. Water Systems

Regulations

Holder shall operate water systems in accordance with Oregon Department of Human Services, Drinking Water Program and Forest Service regulations. Each host at a campground with a drinking water system will be required to have a copy of these regulations. Copies of the State regulations may be obtained at:

Oregon Department of Human Services
Drinking Water Division
PO Box 14550
Portland,OR 97293-0450
<http://oregon.gov/DHS/ph/dwp/rules.shtml>

Copies of Forest Service regulations will be provided by the permit administrator.

General Operations

Forest Service:

The Forest Service will provide water system logs, keys, valve wrenches and the like at the beginning of the season.

Forest Service will provide technical advice and assistance when operation and maintenance problems arise.

The Forest Service will monitor Holder for compliance with routine water testing requirements.

Holder:

At the end of each season, return to the Forest Service all system logs, keys, valve wrenches, and the like.

Maintenance Standards for Water Fountains/Hydrants

- 1) All units and faucets drip free and operating properly,
- 2) Catch basins free of food particles, soap, grease, debris and standing water,
- 3) Painted surfaces clean.

General Standards

Faucets and drains will be cleaned and maintained as needed. Drain areas at faucets and well pumps should adequately drain. Dig out and replace gravel as needed. Also dig out and replace gravel in gray water sumps as needed. Disposal sites for contaminated gravel to be approved by the Forest Service.

Bacteriological Testing

At the beginning of the season the Holder is required to properly flush the water system, exercise all valves, close drains, install faucets if required, properly disinfect the system and take a "Pre-Season, Special" water test. The test shall be analyzed by a State approved laboratory. If the water test meets the requirements then the Holder may open the water system for public use. The Holder is required to take monthly "Routine" water tests for coliform each month the system is open including the first month and have them analyzed by a State approved laboratory. If the "Pre-Season Special" water test is taken the same month the system is opened the Holder is still required to take a monthly "Routine" test for the month as well.

If the "Pre-Season Special" test is unsatisfactory a condition survey should be conducted on the system, the system should be disinfected again and another "Special" Coliform test taken. The Forest Service should be notified. In the event of an unsatisfactory monthly "Routine" sample, the Holder shall take four (4) "Repeat" tests within 24 hours of being notified of the bad sample. Samples shall be taken according to the current Coliform Water Sampling Plan for the site. The Holder shall notify the Permit Administrator or the Forest's Environmental Engineer upon notification of a bad sample. Proper notices shall be posted and mailed to the State and Forest Service as required by State and Federal regulations.

When a monthly "Routine" Coliform test is unsatisfactory the Holder is required to take five (5) "Routine" tests the following month as followup. The regular monthly "Routine" test is included as part of these five tests. The five tests should be spread out over the entire month not taken all on the same day.

When "Repeat" tests samples are unsatisfactory the system is in "Violation" with State and Forest Service standards. A condition survey of the system should be performed. Take corrective actions as needed. The Holder shall take daily "Special" samples until two consecutive samples come back satisfactory. If three "Special" samples come back unsatisfactory the system shall be closed until the problem is contained and corrected. The Forest Service shall be notified throughout this process.

If the "Repeat" test samples are unsatisfactory and are positive for Fecal Coliform or if the "Routine" test was positive for Fecal Coliform and the "Repeat" tests are unsatisfactory then the Holder shall immediately close the system, notify the Forest Service and perform a condition survey on the water system. Once corrective actions are taken and two consecutive daily "Special" samples are satisfactory, the system may be reopened.

The Holder shall send a copy of all test results to the Permit Administrator.

Nitrate Testing

The Holder shall arrange for a State approved laboratory to analyze water for nitrates annually. The FS will receive one copy of the results. The Holder should plan to take the annual Nitrate test in the first part of the season.

Coliform Sampling Plan

The Forest Service will provide a copy of the current Coliform Sampling Plan for each site. The Holder shall ensure that all monthly and any follow-up testing that is required will be taken as outlined in the Sampling Plan.

Monetary Responsibilities

The Holder assumes all monetary responsibilities for bacteriological and nitrate sampling and testing as well as expenses related to posting notices and mailing copies of notices to the State and Forest Service.

Backup Water Sampler

The Holder will designate a primary and backup sampler by name in writing. Both shall become "S" Certified Operators by the State which requires the attendance at State sponsored training for Small Water System Operators and the appropriate paperwork for certification.

System Start-Up, Draining and Winterizing

The Holder shall start-up, drain and winterize water systems in campgrounds listed below. Forest Service personnel will assist in this operation in the first year of the Authorization. In subsequent years it will be the Holder's responsibility, with only consulting help from the FS, to operate the following water systems:

Walton CG
Haystack CG
West Shore (Host Site)

Holder shall install and remove hydrant faucets at the beginning and ending of each season.

Holder shall install and remove pump handles at the beginning and ending of the season on hand pump systems.

Maintenance

Holder shall perform maintenance to water systems, such as replacing leaking or damaged faucets, repacking pump shafts, replacing broken space heaters in pump houses, replacing lost valve wrenches, repairing hand pumps and hand pump components and maintaining pump houses in clean, sanitary, and orderly condition.

Generally, the Holder will furnish all materials, labor, and equipment to maintain the water system within the campground Authorization boundary with the exception of repair and replacement listed under Forest Service responsibilities.

The Holder shall arrange to perform maintenance to assure the long-term reliability and function of the systems. This includes, but is not limited to, maintaining or replacing line valves, drain valves, air relief valves, valve boxes, pumps, motors, controls, damaged fittings and pipe, broken instruments, circuit breakers, electrical contactors, electrical disconnects, heaters, light bulbs, hand pump handles, cylinders, rods and shrouds. Specific work to be accomplished at each site will be agreed to between parties.

The Holder shall furnish all materials, labor and fixtures for general maintenance of the water system within the Authorization boundary.

Appendix 22

Description of Developed Recreation Sites

DESCRIPTION OF DEVELOPED RECREATION SITES

The following is a description of each developed recreation site included in this prospectus. For ease of use, it separates the sites by districts located on the Ochoco National Forest, Crooked River National Grassland and Bureau of Reclamation. Most descriptions include a brief narrative followed by a table. The maps can be found in Appendix 2 Maps of Developed Recreation Sites. Please use these descriptions together with the maps for the most complete description of each site and its layout.

Site capacity at all sites is as follows:

Singles = 6 people

Doubles = 12 people

Group sites = vary as indicated in the descriptions below

Campground & Picnic Areas:

- Lookout Mountain Ranger District
- Crooked River National Grassland
- Bureau of Reclamation – Haystack Reservoir

Reservations: National Recreation Reservation System 1-877-444-6777

Campground & Picnic Areas

Lookout Mountain Ranger District

WALTON CAMPGROUND

Walton Campground is located on Rd. 22 approximately 32 miles west of Prineville. The campground is situated on Walton Lake it has 6 tent sites, 21 RV sites/no hookups, one dedicated host site(#17), one boat launching site, 2 group camp sites and five vault toilets. The campground provides access to fishing and picnicking and hiking and swimming/water play – no gas powered motor boats. Refer to the table below for spur lengths and additional information.

Directions: From Prineville take Hwy 26 East appx.16 miles, then 9 miles East on Rd. 123, another 7 miles East on Rd 22

Camp Unit	Maximum Spur Length/ft	Back In	Pull Thru	On Water	Accessible	Tent Pad	Reservation Site
1	50	Yes	No	No	No	No	No
2	50	Yes	No	No	No	No	No
3	50	Yes	No	No	No	No	No
4	50	Yes	No	No	No	No	No
5	50	Yes	No	No	No	No	No
6	50	Yes	No	No	No	No	No
7	50	Yes	No	No	No	No	No
8	50	Yes	No	No	No	No	No
9	50	Yes	No	No	No	No	No
10	50	Yes	No	No	No	No	No
11	50	Yes	No	No	No	No	No
12	50	Yes	No	No	No	No	No
13	50	Yes	No	No	No	No	No
14	50	Yes	No	No	No	No	No
15	50	Yes	No	No	No	No	No
16	50	Yes	No	No	No	No	No
17	50	No	Yes	No	No	No	No
18	CLOSED						

Camp Unit	Maximum Spur Length/ft	Back In	Pull Thru	On Water	Accessible	Tent Pad	Reservation Site
19	CLOSED						
20	25	No	Yes	Yes	No	Yes	No
21	25	No	Yes	Yes	No	Yes	No
22	25	No	Yes	Yes	No	Yes	No
23	25	No	Yes	Yes	No	Yes	No
24	25	No	Yes	Yes	No	Yes	No
25	25	No	Yes	Yes	No	No	No
26	25	Yes	No	Yes	No	No	No
27	25	Yes	No	Yes	No	No	No
28	25	Yes	No	Yes	No	No	No
29	25	Yes	Yes	Yes	No	No	No
30	25	Yes	Yes	Yes	No	No	No
G-1	50	Yes	Yes	No	No	No	Yes
G-2	50	Yes	Yes	No	No	No	Yes
D-1	25	No	Yes	Yes	Yes	No	No
D-2	25	No	Yes	Yes	Yes	No	No
D-3	25	No	Yes	Yes	Yes	No	No

G = Group Sites

D = Day use Sites

OCHOCO FOREST CAMPGROUND and PAVILION

Ochoco Forest Campground and Pavilion is located on Rd. 123 approximately 25 miles East of Prineville. The campground is situated adjacent to the Historic Ochoco Ranger Station. It has 5 RV sites/no hookups, and a double vault toilet, and one dedicated host site. The campground provides access to hiking and convenient to many other recreation areas on the Ochoco NF. The Ochoco Pavilion is connected by the entrance by passing through the campground and beyond. It has a large parking lot and is typically rented to large groups up to 75 people. The Ochoco Creek runs along the campground all year. Refer to the table below for spur lengths and additional information.

Directions: Directions: From Prineville take Hwy 26 East appx.16 miles, then 9 miles East on Rd. 123, turn left at the Ochoco Ranger Station. Pavilion is behind the campground

Camp Unit	Maximum Spur Length	Back In	Pull Thru	On Water	Accessible	Tent Pad	Reservation Site
1	30	Yes	No	No	No	No	No
2	30	Yes	No	No	No	No	No
3	30	Yes	No	No	No	No	No
4	30	Yes	No	Yes	No	No	No
5	30	No	Yes	Yes	No	No	No
PAVILION	50+	No	Yes	Yes	No	No	Yes

PAVILION =Group Site

OCHOCO DIVIDE CAMPGROUND

Ochoco Divide Campground is located on Rd. 26 approximately 30 miles east of Prineville. The campground is situated at the Ochoco Pass on your way to the John Day valley and town of Mitchell. Ochoco Divide has 23 trailer/tent sites of which one used as a bicycling group site, one is used as host site with septic system, three day use sites, and four single vault toilets. Water was once available with the use of a chlorinator which is no longer in use. The campground provides access horseback riding, hiking, and sightseeing. Most use is from the Highway corridor using it as an overnight rest stop. Refer to the table below for spur lengths and additional information.

Directions: From Prineville take Hwy 26 East about 30 miles toward Mitchell. The campground is on the highway.

Camp Unit	Maximum Spur Length	Back In	Pull Thru	On Water	Accessible	Tent Pad	Reservation Site
1	32	Yes	No	No	No	No	No
2	32	Yes	No	No	No	No	No
3	32	Yes	No	No	No	No	No
4	32	Yes	No	No	No	No	No
5	32	Yes	No	No	No	No	No
6	32	Yes	No	No	No	No	No
7	32	Yes	No	No	No	No	No
8	32	Yes	No	No	No	No	No
9	32	Yes	No	No	No	No	No
10	32	Yes	No	No	No	No	No
11	DAY USE	Yes	No	No	No	No	No

12	DAY USE	Yes	No	No	No	No	No
13	DAY USE	Yes	No	No	No	No	No
14	32	Yes	No	No	No	No	No
15	32	Yes	No	No	No	No	No
16	32	Yes	No	No	No	No	No
17	32	Yes	No	No	No	No	No
18	32	Yes	No	No	No	No	No
19	32	Yes	No	No	No	No	No
20	32	Yes	No	No	No	No	No
21	32	Yes	No	No	No	No	No
22	32	Yes	No	No	No	No	No
23	32	Yes	No	No	No	No	No
24	32	Yes	No	No	No	No	No
25	32	Yes	No	No	No	No	No
GS	GROUP SITE	No	No	No	No	No	Yes

Crooked River National Grassland

SKULL HOLLOW CAMPGROUND

Skull Hollow Campground is located on Lone Pine Rd, northwest of Prineville. It is approximately 6 miles from Smith Rocks State Park, a world renowned rock climbing area. Many climbers use this campground as the State Park has limited space for overnight camping. There is a trailhead outside the campground which attracts mountain biking, hiking and horse use. The trailhead is not part of this prospectus. The campground has 28 sites, 2 single toilet vaults, septic system for host site, but no water and simple features. This campground just became a fee site in May of 2009. This and other Grassland sites lie at lower elevations and remain snow free most of the year. Refer to the table below for spur lengths and additional information.

Directions: From Prineville, take HWY 26 toward Madras for approx 12 miles. Turn left, west on Lone Pine Rd and go approx. 4 miles.

Camp Unit	Maximum Spur Length	Back In	Pull Thru	On Water	Accessible	Tent Pad	Reservation Site
1	50	Yes	No	No	No	No	No
2	50	Yes	No	No	No	No	No
3	50	Yes	No	No	No	No	No

Prospectus for Campground and Related Granger-Thye Concessions, Ochoco National Forest 2010

4	50	Yes	No	No	No	No	No
5	50	Yes	No	No	No	No	No
6	50	Yes	No	No	No	No	No
7	50	Yes	No	No	No	No	No
8	50	Yes	No	No	No	No	No
9	50	Yes	No	No	No	No	No
10	50	Yes	No	No	No	No	No
11	50	Yes	No	No	No	No	No
12	50	Yes	No	No	No	No	No
13	50	Yes	No	No	No	No	No
14	50	Yes	No	No	No	No	No
15	50	Yes	No	No	No	No	No
16	50	Yes	No	No	No	No	No
17	50	Yes	No	No	No	No	No
18	50	Yes	No	No	No	No	No
19	50	Yes	No	No	No	No	No
20	50	Yes	No	No	No	No	No
21	50	Yes	No	No	No	No	No
22	50	Yes	No	No	No	No	No
23	50	Yes	No	No	No	No	No
24	50	Yes	No	No	No	No	No
25	50	Yes	No	No	No	No	No
26	50	Yes	No	No	No	No	No
27	50	Yes	No	No	No	No	No
28	50	Yes	No	No	No	No	No

HAYSTACK CAMPGROUND

Haystack Campground is located on F.S. Rd. 9605 approximately 17 miles northwest of Prineville. The campground is situated on Haystack Reservoir it has 24 trailer/tent sites, one powered water pump and a host site with full hookups including septic, electric and water. There are 5 vault toilets. The campground provides access for motor boats with a boat launch ramp, picnicking with two shelters, and fishing. Refer to the table below for spur lengths and additional information.

Directions: From Redmond take Highway 97 north toward Madras, then east on Jericho Lane to Haystack Reservoir, then left on FS Rd 9605

Camp Unit	Maximum Spur Length	Back In	Pull Thru	On Water	Accessible	Tent Pad	Reservation Site
1	32	Yes	No	No	No	No	No
2	32	Yes	No	No	No	No	No
3	32	Yes	No	No	No	No	No
4	32	Yes	No	No	No	No	No
5	32	Yes	No	No	No	No	No
6	32	Yes	No	No	No	No	No
7	32	Yes	No	No	No	No	No
8	32	Yes	No	No	No	No	No
9	32	Yes	No	No	No	No	No
10	32	Yes	No	No	No	No	No
11	32	Yes	No	No	No	No	No
12	32	Yes	No	No	No	No	No
13	32	Yes	No	No	No	No	No
14	32	Yes	No	No	No	No	No
15	32	Yes	No	No	No	No	No
16	32	Yes	No	No	No	No	No
17	32	Yes	No	No	No	No	No
18	32	Yes	No	No	No	No	No
19	32	Yes	No	No	No	No	No
20	32	Yes	No	No	No	No	No
21	32	Yes	No	No	No	No	No
22	32	Yes	No	No	No	No	No
23	32	Yes	No	No	No	No	No
24	32	Yes	No	No	No	No	No

WEST SHORE CAMPGROUND

West Shore Campground is located on Jericho Lane road on the southwest shore of Haystack Reservoir about 17 miles northwest of Prineville. The campground has 17 RV/tent sites, and one single toilet vault. The campground provides access for fishing, picnicking, and water play. Haystack Reservoir is at lower elevation and rarely freezes making it accessible most of the year. It has a Host site that has full hookups including septic, water, electrical, but the campground and day use area does not have drinking water. There is a boat launch and dock which would be Government furnished property maintained by concessionaire. Parking

Spurs are double wide to accommodate vehicle plus boat trailer. Refer to the table below for spur lengths and additional information.

Directions: From Redmond take Highway 97 north toward Madras, then east on Jericho Lane to Haystack Reservoir, then left on FS Rd 9605

Camp Unit	Maximum Spur Length	Back In	Pull Thru	On Water	Accessible	Tent Pad	Reservation Site
1	50	Yes		Yes	No	No	No
2	40	Yes		Yes	No	No	No
3	35	Yes		Yes	No	No	No
4	35	Yes		Yes	No	No	No
5	35	Yes		Yes	No	No	No
6	35	Yes		Yes	No	No	No
7	35	Yes		Yes	No	No	No
9	35	Yes		Yes	No	No	No
10	25	Yes		Yes	No	No	No
11	25	Yes		Yes	No	No	No
12	25	Yes		Yes	No	No	No
13	25	Yes		Yes	No	No	No
14	25	Yes		Yes	No	No	No
HOST	45	Yes		Yes	No	No	No

SOUTH SHORE GROUP SITES

South Shore Group Sites are located at Haystack Reservoir approximately 17 miles northeast of Prineville. The group sites share the same entrance and are immediately adjacent to each other and both have one single vault toilet. Each site can be occupied up to 50 people. It is located on the south shore of Haystack Reservoir and provides fishing, picnicking and water play. There is no drinking water. Refer to the table below for spur lengths and additional information. These sites have not previously been a fee site, but will require reservation service.

Directions: From Redmond take Highway 97 north toward Madras, then east on Jericho Lane to Haystack Reservoir, then left on FS Rd 9605

Camp Unit	Maximum Spur Length	Back In	Pull Thru	On Water	Accessible	Tent Pad	Reservation Site
1	50+	Yes	Yes	Yes	No	No	Yes
2	50+	Yes	Yes	Yes	No	No	Yes

Appendix 23

Recreation Site Amenity Table

Prospectus for Campground and Related Granger-Thye Concessions, Ochoco National Forest 2010

Ochoco National Forest
Recreation Site Amenity Table
As of 08.01.10

Ranger District	Site Name	SITE TYPE			FACILITIES							FEES as of 2010							Proposed Services			Host Site							
		Family Campground	Group Campground	Day Use	#of Campsites	Waste Water Sumps	Boat Ramps	Gated for Winter	TOILETS		Water			Single Family Site Fee	Multiple Family Site Fee	Premium Site Fee	Multi-Premium Site Fee	Extra Vehicle Fee	Group Site Fee	Maximum Group Size	Day Use/Boat Launch Fee	Minimum Open Date	Minimum Close Date	Reservation System Req.	#	Amenities			
									# Single Vault Toilets	# Double Vault Toilets	Pressurized Water System	Hand Pump	Chlorinated water System													Host Site	Required Host	Water	Power
CRNG	HAYSTACK	X			24	2		Y	4	Y			13.00				8.00				1-Apr	31-Oct	Y		Y	Y	Y	Y	
CRNG	HAYSTACK DAY USE			X		1	1	Y	1										5.00		1-Apr	31-Oct							
BOR	WEST SHORE	X			14			N	1	Y			10.00				5.00				1-Jan	31-Dec		Y					
BOR	WEST SHORE DAY USE			X			1	N	1										5.00		1-Jan	31-Dec	Y		Y	Y	Y	Y	
BOR	SOUTH SHORE GROUP SITES		X		2			Y	2								50.00	50			1-Apr	31-Oct	Y						
CRNG	SKULL HOLLOW	X			28			Y	2				5.00				3.00				1-Apr	31-Oct	Y						
LOM	OCHOCO DIVIDE DAY USE				3			Y												5.00	15-May	15-Oct							
LOM	OCHOCO DIVIDE	X			23			Y	4			NW	13.00				6.00				15-May	15-Oct							
LOM	OCHOCO FOREST CAMP	X			5			N	1	Y			13.00				6.00				15-May	15-Oct	Y		Y	Y	Y		
LOM	OCHOCO PAVILION GROUP SITE		X		1			Y	1	Y								100.00	75		15-May	15-Oct	Y						
BOR	FISHING PIER			X				N													1-Jan	31-Dec							

West Shore CG: Pressurized water system for host only

Ochoco Divide CG: Water System Not Functional

Fishing Pier- Day Use: implementation date to a fee managed site unknown