

Authorization ID: #AUTH_ID#
 Contact ID: #HOLDER_ID#
 Expiration Date: #EXPIRATION_DATE#

FS-2700-4h, App. B (09/2020)
 OMB No. 0596-0082

**SPECIAL USE PERMIT FOR
 CAMPGROUND AND RELATED GRANGER-THYE CONCESSIONS**

**APPENDIX B
 ANNUAL GRANGER THYE FEE OFFSET AGREEMENT**

**AUTHORITY: Section 7 of the Granger-Thye Act, 16 U.S.C. 580d
 <Reference FSH 2709.11 chapter 50>**

This Annual Granger-Thye (GT) Fee Offset Agreement (agreement) is made by [name] (the holder) and the U.S. Department of Agriculture, Forest Service, [name] National Forest (the Forest Service), under section 7 of the G-T Act, 16 U.S.C. 580d, and clause IV.E of the special use permit issued to the holder on [date] (the permit). The total estimated annual land use fee is [amount]. [] percent of that land use fee may be offset by the cost incurred by the holder for the Government maintenance, reconditioning, renovation, or improvement (MRR) projects listed below in accordance with this agreement. Additionally, [] percent of that fee may be offset by the cost incurred by the Forest Service for the Government MRR projects under a separate collection agreement. Projects to be performed by the holder shall be completed by the date specified and within the holder's fiscal year for the year the fee is due. The Forest Service may modify the projects and dates as necessary, after consultation with the holder.

1. Amount of Land Use Fee Subject to Offset. The actual cost of each project that is satisfactorily completed as determined by the Forest Service may be offset against the holder's land use fee. Due dates and cost estimates for completion of each project are enumerated below. Examples of allowable costs include salaries and wages, materials and supplies, and subcontracts that are direct costs of a G-T fee offset project and indirect costs based on an approved indirect cost rate. The total cost for Government MRR projects to be performed under this agreement shall not exceed the holder's annual land use fee.

2. Projects and Project Costs Covered by This Agreement. Upon a determination by the Forest Service that a project has been satisfactorily completed by the holder, the holder shall submit documentation of its actual cost to the Forest Service and shall certify that the representations in that documentation are accurate and complete. The certification shall be signed and dated, and shall state that failure to sign the certification shall vitiate the fee offset claim. The Forest Service shall verify that documentation before giving any credit against the holder's land use fee, and reserves the right not to grant any fee offset if any representations in the documentation are inaccurate or incomplete.

The holder shall perform the work itemized below under this agreement.

Description of Project	Due Date	Estimated Cost	Completion Date	Actual Cost
[itemize projects]				

The Forest Service or Forest Service contractor shall perform the work itemized below under this agreement.

Description of Project	Due Date	Estimated Cost	Completion Date	Actual Cost
[itemize projects]				

<USER NOTES FOR PARAGRAPH 3>

<Include paragraph 3 if the total estimated cost of Government MRRI projects to be performed under this agreement exceeds \$2,000 and the holder is a private entity or a state or governmental entity that is contracting with a private entity to perform the Government MRRI projects. Otherwise delete paragraph 3, and re-number the remaining paragraph.>

3. Davis-Bacon Act Requirements. This agreement is subject to the Davis-Bacon Act, 40 U.S.C. 3141 *et seq.*, and its implementing regulations at 29 CFR 5.5. These regulatory requirements are incorporated by reference into this agreement as if fully set forth in this agreement.

4. Documentation of Project Costs. Upon a determination by the Forest Service that a project has been satisfactorily completed by the holder, the holder shall submit documentation of its actual cost to the Forest Service and shall certify, using form FS-2700-4h, Appendix G, that the representations in that documentation are accurate and complete. The certification shall be signed and dated and shall state that failure to sign the certification shall vitiate the fee offset claim. The Forest Service shall verify that documentation before giving any credit against the holder's land use fee and reserves the right not to grant any land use fee offset if any representations in the documentation are inaccurate or incomplete.

 [NAME AND TITLE OF PERSON SIGNING ON BEHALF OF HOLDER, IF HOLDER IS AN ENTITY] DATE
 #HOLDER_NAME#

APPROVED:

 #AUTHORIZED OFFICER NAME# DATE
 #TITLE#



National Forest
 USDA Forest Service

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. Response to this collection of information is mandatory. The authority to collect the information is the Organic Administration Act, 16 U.S.C. 551. 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.

In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its Agencies, offices, and employees, and institutions participating in or administering USDA programs are prohibited from discriminating based on race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age, marital status, family/parental status, income derived from a public assistance program, political beliefs, or reprisal or

Appendix 11: FS-2700-4h Appendix B Annual Granger-Thye Offset Agreement

retaliation for prior civil rights activity, in any program or activity conducted or funded by USDA (not all bases apply to all programs). Remedies and complaint filing deadlines vary by program or incident.

Persons with disabilities who require alternative means of communication for program information (e.g., Braille, large print, audiotope, American Sign Language, etc.) should contact the responsible agency or USDA's TARGET Center at (202) 720-2600 (voice and TTY) or contact USDA through the Federal Relay Service at (800) 877-8339. Additionally, program information may be made available in languages other than English.

To file a program discrimination complaint, complete the USDA Program Discrimination Complaint Form, AD-3027, found online at [How to File a Program Discrimination Complaint](#) and at any USDA office or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by: (1) mail: U.S. Department of Agriculture, Office of the Assistant Secretary for Civil Rights, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410; (2) fax: (202) 690-7442; or (3) email: program.intake@usda.gov.

USDA is an equal opportunity provider, employer, and lender.

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.

SAMPLE

Potential Government Maintenance, Reconditioning, Renovation or Improvement (MRRI) Projects

Included below are anticipated government maintenance, reconditioning, renovation or improvement projects. Items on this list could be changed, depending on use and condition of facilities, at the discretion of the Authorizing Officer. Note that costs are estimates, and actual costs may vary.

Many of the future projects consist of bringing the sites into compliance with the National Quality Standards for Recreation Site Management, as described in Appendix 19. Projects may be derived from Appendix 3 – Inventory of Government Furnished Property. In addition, anticipate annual replacement of features that become irreparable or damaged. Items on this list could be changed, depending on use and condition of facilities, at the discretion of the Authorizing Officer. Note that costs are estimates and actual costs may vary.

NOTE: This table represents a sample list of potential Granger-Thye Fee Offset projects for facilities in this prospectus. The Forest Service may find a need for higher priority projects and revise this list at any time.

Table 1. Potential MRRI Project List

Item/Project	Completion Date
Mountain Top Ranger District	
1. Complete site water system replacements, excluding water tanks and wells but including transmission lines, shut-off valves, faucets, nozzles, posts, signs, and dump stations	2030
3. Replacing and reimagining water and electrical systems - Including increasing number of individual camp sites with electrical outlets and water hookups, including RV hookups	2032
4. Repaving entire sites, including spurs, parking spots, paint striping, bollard installation, signs, and site numbers	2027
5. Improving sites to include ADA accessibility	2027
6. Increasing spur size and site ingress/egress to accommodate the size of more modern RVs and tow-behind camping trailers	2027
7. Replacing aging bathrooms, shower units, plumbing fixtures on flush toilets, doors, locks, and lights	2028
8. Removing vegetation for increased fire resilience, hazard trees, sight lines, and for clearance of larger vehicle access	2026
9. Planting of native vegetation in areas that need it due to open space or erosion	2026
10. Install new signage throughout each site with longer lasting material, weather resistant material, more sturdy bases and secure below-surface settings	2026
11. Installing secure gates at entrances and loop entrances	2027
12. Site rehab of Grout Bay and Grey's Peak - fencing, sand and debris removal, drainage repairs and slope stabilization	2029
Front Country Ranger District - Applewhite CG	
1. Plumbing repairs	2030
2. Electrical added to campsites	2032

Item/Project	Completion Date
3. Replace exterior fencing	2027
4. Adding shade structures in several sites	2026
5. Adding small interpretive booth/sign panel at entrance	2027
6. Pavement repair and replacement	2027
7. Adding developed tent pads	2026
8. Adding ADA accessible sites	2027



United States
Department of
Agriculture

Forest
Service

Washington Office

14th & Independence SW
P.O. Box 96090
Washington, DC 20090-6090

File Code: 2720/6500

Date: July 11, 2002

Route To:

Subject: Indirect Cost Reimbursement in Granger-Thye Permits

To: Regional Foresters

Issue. At the request of the National Forest Recreation Association (NFRA) we have evaluated how the Forest Service reimburses the indirect costs of permit holders who perform Granger-Thye (GT) fee offset work. Holders are concerned that forests are inconsistent on whether and how indirect costs are allowed and what documentation is necessary to support a claim for indirect costs.

Background. Under Section 7 of the GT Act, and when authorized by a permit and GT fee offset agreement (GT agreement), the Forest Service offsets all or part of the permit fee paid by campground concessionaires with the cost of Government renovation, reconditioning, improvement, and maintenance performed at the concessionaire's expense on facilities covered by the permit. When the holder performs the work, it is authorized by an attachment to the permit called a GT fee offset agreement. Alternatively, the Forest Service may enter into a collection agreement as authorized by Section 5 of the GT Act to perform work eligible for fee offset under Section 7.

Historical Practice. Typically the field has offset the holder's direct costs for approved offset work, but reimbursement for the holder's indirect costs has varied. Approaches have included limiting indirect costs to a maximum of 5 percent or 10 percent of the fee to be offset, limiting the type of indirect costs to be reimbursed, or reimbursement of a flat overhead rate without documentation. Review of this issue has shown that these methods are not appropriate, because holders should be reimbursed actual costs. There is a misconception among employees and holders that the Forest Service can reimburse a flat indirect cost rate without documentation. There is often disagreement between forests and holders about what costs may be reimbursed.

Comparison. The Office of Management and Budget (OMB) has issued circulars to guide cost reimbursement for several types of business entities, including Circular A-87 for State and Local Governments and Circular A-122 for Non-Profit Organizations. The Federal Acquisition Regulation (FAR) Part 31 guides cost reimbursement for Commercial (For-Profit) Entities. We evaluated how cost reimbursement is conducted in other agency programs. Regulations at 7 CFR 3019.27 were updated in August 2000 to address the determination of allowable costs for grants and agreements in conformance with applicable OMB circulars. FSH 1509.11, Chapter 70, provides that administration of costs in grants and agreements for commercial entities is subject to FAR Part 31, Contract Cost Principles and Procedures. Adopting these cost standards for GT offset will create consistency among the program areas of special uses, contracting, and grants and agreements and conform to OMB guidance.



Conclusion. Offset of indirect costs is appropriate. Indirect costs are a customary charge in contracting and grants and agreements and should be eligible for offset under GT agreements. The following guidance applies to reimbursement of actual costs to commercial entities holding GT permits. The guidance (enclosed) is excerpted from FAR Part 31 and 48 CFR Part 9904 but has been tailored to address GT agreements. A simplified process for small concessions is included at the end of the document. Cost principles for non-profit entities and state or local governmental entities are not addressed. The guidance does not address the reimbursement of agency indirect costs. When the Forest Service performs the work, agency indirect costs will be assessed in accordance with FSH 1509.11, Chapter 33 and indirect cost rates established nationally (e.g., the FY2002 rate is 18 percent).

Implementation.

Before the holder's indirect costs may be offset under a GT agreement, the holder must submit its indirect cost rate and supporting documentation for approval. Determination of an indirect cost rate should comply with the Cost Accounting Standards (CAS) and this guidance. When claiming cost reimbursement, the holder must certify that costs claimed comply with this guidance. Indirect costs based on approved Indirect Cost Allocation Rates (ICAR) should be reimbursed starting with 2002 permit fees. This advice for reimbursement of indirect costs is not retroactive to prior year permit fees.

For New Permits: Applicants must disclose accounting procedures and historic indirect cost allocation rates in response to a prospectus.

For Existing Permits: Holders must submit their ICAR to the authorized officer. Because the ICAR will be the same for all permits held by a specific company, it is recommended that the regional external auditor review and approve the rate. Regional auditors should coordinate the review for companies operating in more than one region.

/S/ TAMARA L. HANAN

/S/ DAVID G. HOLLAND

DAVID G. HOLLAND
Director, Recreation, Heritage,
and Wilderness Resources
cc: Carolyn Holbrook

TAMARA HANAN
Director, Financial Policy
and Analysis

Authorization ID: #AUTH_ID#
 Contact ID: #HOLDER_ID#
 Expiration Date: #EXPIRATION_DATE#

FS-2700-4h, App. H (09/2020)
 OMB No. 0596-0082

**U.S. DEPARTMENT OF AGRICULTURE
 FOREST SERVICE**

**SPECIAL USE PERMIT FOR
 CAMPGROUND AND RELATED GRANGER-THYE CONCESSIONS**

**APPENDIX H
 GRANGER-THYE FEE OFFSET CLAIM**

AUTHORITY: Section 7 of the Granger-Thye Act, 16 U.S.C. 580d

█ NATIONAL FOREST
 █ RANGER DISTRICT
 PERMIT ID 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 shall be documented and determined by the Forest Service to be reasonable, allocable, and determined to be allowable, in accordance with the terms of this permit, the applicable GT fee offset agreement, and applicable Forest Service directives.

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.

 [NAME AND TITLE OF PERSON SIGNING ON BEHALF OF HOLDER,
 IF HOLDER IS AN ENTITY]
 #HOLDER_NAME#

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. Response to this collection of information is mandatory. The authority to collect the information is the Organic Administration Act, 16 U.S.C. 551. 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.

In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its Agencies, offices, and employees, and institutions participating in or administering USDA programs are prohibited from discriminating based on race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age, marital status, family/parental status, income derived from a public assistance program, political beliefs, or reprisal or retaliation for prior civil rights activity, in any program or activity conducted or funded by USDA (not all bases apply to all programs). Remedies and complaint filing deadlines vary by program or incident.

Persons with disabilities who require alternative means of communication for program information (e.g., Braille, large print, audiotope, American Sign Language, etc.) should contact the responsible agency or USDA's TARGET Center at (202) 720-2600 (voice and TTY) or contact USDA through the Federal Relay Service at (800) 877-8339. Additionally, program information may be made available in languages other than English.

To file a program discrimination complaint, complete the USDA Program Discrimination Complaint Form, AD-3027, found online at How to File a Program Discrimination Complaint and at any USDA office or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by: (1) mail: U.S. Department of Agriculture, Office of the Assistant Secretary for Civil Rights, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410; (2) fax: (202) 690-7442; or (3) email: program.intake@usda.gov.

USDA is an equal opportunity provider, employer, and lender.

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.

Collection Agreement
between
<Name of Holder>
and
<Name> National Forest

Agreement Number: _____

Cooperator Tax ID #: _____

THIS COLLECTION AGREEMENT is made by (name of holder) and the U.S. Department of Agriculture, Forest Service, _____ National Forest (the FS), under Section 5 of the Granger-Thye Act, 16 U.S.C. 572.

WHEREAS, the holder operates a FS campground (or campgrounds) under a special-use permit dated ____;

WHEREAS (SELECT EITHER #1 OR #2) 1) THE HOLDER HAS A REQUESTED THE FS TO PERFORM AND THE FS IS WILLING TO PERFORM UNDER A COLLECTION AGREEMENT OR 2) THE FS IS REQUIRING THAT IT PERFORM UNDER A COLLECTION AGREEMENT, the following projects listed in the fee offset agreement: (List all agreed to and approved projects);

WHEREAS, the cost of those projects may be used to offset the permit fee in accordance with the fee offset agreement;

THEREFORE, in consideration of the above, the parties agree as follows:

A. The holder shall:

1. Make advance payments, in accordance with the permit, in amounts sufficient to cover the total cost of performing the Government maintenance and reconditioning work listed in this agreement, including overhead as determined by the FS up to ____ percent of project costs.
2. Pursuant to the Debt Collection Improvement Act of 1996, as amended by P.L. 104-134, furnish their tax identification number upon execution of this instrument. Cooperator also agrees that notice of the FS's intent to use such number for purposes of collecting and reporting on any delinquent amounts arising out of such person's relationship with the Government, has hereby been given.

B. The FS shall:

1. Deposit payments received from the holder under this agreement into the FS cooperative work fund.
2. Upon receipt of payment from the holder, perform the Government maintenance and reconditioning projects listed in this agreement.
3. Contributions authorized for use by the FS, which are not spent or obligated for project(s) approved under this instrument, will be refunded to the cooperator authorized for use for new projects by the cooperative.

C. It is mutually agreed that:

1. No member of or delegate to Congress or resident commissioner shall receive any benefit that may arise from this agreement; provided, that this provision shall not apply to this agreement if it is made with a corporation for its general benefit.

2. This agreement in no way restricts the FS or the holder from participating in similar activities with other public or private agencies, organizations, or individuals.
3. Any holder contributions made under this agreement do not directly or indirectly convey FS endorsement of the holder's products or activities.
4. Modification of this agreement shall be made by in writing mutual consent of the parties and shall be signed and dated by both parties. The FS is not obligated to fund any modifications that are not made in accordance with this clause.
5. Either party(s), in writing, may terminate the instrument in whole, or in part, at any time before the date of expiration. The FS shall not incur any new obligations for the terminated portion of the instrument after the effective date and shall cancel as many obligations as in possible. Full credit shall be allowed for FS expenses and all non-cancelable obligations properly incurred up to the effective date of termination.
6. Unless terminated by written notice, this agreement shall remain in effect until the end of the initial permit term. If the permit term is extended, this agreement may be extended in writing for the same period as the permit term.
7. Per 16 U.S.C. 572, the United States shall not be liable to the holder or the holder's heirs, assigns, agents, employees, contractors, or lessees for any loss, personal injury, or death occurring in connection with performance of work under this agreement, and the holder on behalf of itself and its heirs, assigns, agents, employees, contractors, and lessees hereby waives any and all claims against the United States for compensation for any loss, personal injury, or death occurring in connection with performance of work under this agreement.

In witness where IN WITNESS WHEREOF, the parties have executed this agreement as of the last date written below.

Date

[TITLE]
for [HOLDER NAME]

Date

Authorized Officer

National Forest

Business Plan and Financial Resources

For Campground Concessions

A Proposal in Response to the Campground Prospectus for:

on the _____ National Forest

Name of Company: _____

Address: _____

Company contact: _____

Phone: _____

Contents

- I: The Business and Experience 1
 - 1. Purpose and Goals:..... 1
 - 2. Description of the Business:..... 1
 - 3. Legal Structure: 1
 - 4. Location of Your Business:..... 2
 - 5. Market and Customers: 2
 - 6. Competitive Analysis: 2
 - 7. Management:..... 3
 - 8. Personnel:..... 3
 - 9. Supporting Documents:..... 4
- II: Financial Resources 4
 - 1. Capital-Equipment List: 4
 - 2. Start-Up Expenses:..... 4
 - 3. Sources and Uses of Financing: 5
 - 4. Historical Financial Reports for Existing Business..... 12
 - 5. Supporting Information..... 12

- Table 1. List of owners 2
- Table 2. Competitive Analysis 2
- Table 3. Capital Equipment List..... 4
- Table 4. Start-Up Expenses 4
- Table 5. Sources of Financing 5
- Table 6. Uses of Financing 5
- Table 7. Cash Flow Projection (or Cash Flow Budget) by Month: Year One..... 7
- Table 8. Start-Up Balance Sheet 9
- Table 9. Income Projection by Month: Year One 10

I: The Business and Experience

1. Purpose and Goals:

- A. What is your purpose in pursuing this business?
- B. Define your business goals for the next year and what you foresee five years from now:

2. Description of the Business:

This section should describe the nature and purpose of the company, background on your industry, and what opportunities you see for your services.

- A. Brief description of the business:
- B. Briefly describe your knowledge of this industry:
- C. List the products and services you will provide:

3. Legal Structure:

There are several ways in which your business can be legally organized.

- A. How your company is legally organized? (Check appropriate box).
 - Sole Proprietorship
 - General Partnership
 - Corporation "C" Corp or "S" Corp Limited Partnership
 - Limited Liability Company (LLC)
 - Other
- B. Why is this legal organization most appropriate for your business?
- C. Does your operation require a state registration number? YES. NO.

(If “Yes”, 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:

Table 1. List of owners

Name	Address	Social Security Number (SSN)	Percent Ownership

4. Location of Your Business:

Describe the planned geographical location of the business and discuss the advantages and 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.

- A. Planned geographical location:
- B. Discuss advantages or disadvantages of the site location:
- C. Describe your approach to overcoming any problems:

5. Market and Customers:

The purpose of this section is to present sufficient facts to convince the evaluation team that your service has a substantial market and can achieve success in the face of competition. Discuss who the customers are for your service. Where are the major purchasers for the service?

- A. Describe your anticipated target market (e.g., age, income, hobbies, regional, national, international):
- B. Describe the size of the current total market and potential annual growth:
- C. Discuss your advertising campaign in terms of how, when, and where you will advertise, and estimated annual cost:

6. Competitive Analysis:

Make a realistic assessment of the strengths and weaknesses of your competitors. Compare the competing services on the basis of image, location, price, advertising, and other pertinent features. Discuss your 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.

- A. Identify your key competitors:
- B. Discuss their strengths and weaknesses.
- C. 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.

Table 2. Competitive Analysis

Area of Comparison	You	Competitor A	Competitor B	Competitor C	Competitor D
Image					

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

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

7. Management:

The evaluation team is looking for a committed management team with the proper balance of technical, managerial, and business skills and experience which supports your proposal. Be sure to include complete resumes for each key management member in the Supporting Documents section.

(Use additional pages and attach as necessary)

- A. 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.
- B. 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.
- C. 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 _____

8. Personnel:

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. (Use additional pages as necessary)

- A. Identify essential employees, their job titles, and required skills:
- B. Identify the source and your plan to recruit essential employees:
- C. Discuss any training or retraining that you plan for your employees. Also, discuss any necessary first-aid certification or recertification, etc.:

9. Supporting Documents:

Each applicant is required to submit the items listed below.

- Personal resumes of business owners, officers, and partners
- Copies of all pertinent existing permits or licenses applicable to this business (Submit only the face pages of all current concession permits)

II: Financial Resources

1. Capital-Equipment List:

Capital equipment is defined as assets which have useful lives of more than one year. Examples include machines, equipment, vehicles, livestock, tack, gear, and computers. Describe the equipment, the quantity, whether the equipment is new or used (N/U), the expected useful life, and the cost. This includes equipment purchased from existing businesses.

Table 3. Capital Equipment List

Equipment	Quantity	New/Used	Life	Cost
Total Cost of Capital Equipment				\$0.00

2. Start-Up Expenses:

Start-up expenses are the various costs it takes to open your doors for business:

Table 4. Start-Up Expenses

Item	Cost
Total cost of capital equipment	
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	

Item	Cost
Advance permit fees	
Other expenses:	
Total Start-Up Expenses	\$

3. Sources and Uses of Financing:

A. Sources of Financing:

Table 5. Sources of Financing

Item	Cost
Investment of cash by owners	
Investment of cash by shareholders	
Investment of non-cash assets by owners	
Investment of non-cash 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	\$

B. Uses of Financing

Table 6. Uses of Financing

Item	Cost
Buildings	
Equipment	
Initial inventory	
Working capital to pay operation expenses	
Noncash assets contributed by owners (use same amount as in Sources, above)	

Item	Cost
Other assets (specify)	
Total Uses of Financing	\$

C. Monthly Cash Flow Projection:

The cash flow projection is the most important financial planning tool available to you. 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. 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.

NOTE: The Cash Flow Projection chart on the following page is required to be completed and submitted in the existing format (date range can be modified).

Table 7. 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		Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	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													

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
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													

D. 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.

NOTE: The following Start-up Balance Sheet is required to be completed and submitted in the existing format.

Table 8. Start-Up Balance Sheet

Item	Cost
Assets:	
Current Assets	\$
Fixed Assets	\$
Less Accumulated Depreciation	\$
Net Fixed Assets	\$
Other Assets	\$
Total Assets	\$
<i>Footnotes:</i>	
Liabilities:	
Current Liabilities	\$
Long-Term Liabilities	\$
Total Liabilities	\$
Net Worth or Owner's Equity (Total assets minus total Liabilities)	\$
Total Liabilities and Net Worth	
<i>Footnotes:</i>	

E. Start-Up Income Statement Projection:

Income Statements (also called Profit and Loss Statements) complement balance sheets. The income statement provides a moving picture of the company during a particular period of time. For most businesses (and for most bankers), income projections covering one to three years are more than adequate.

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.

NOTE: The following Income Projection Statement is required to be completed and submitted in the existing format (date range can be modified).

Table 9. Income Projection by Month: Year One

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
		Jan.	Feb.	March	April	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Total
1														
2														
3	Sales													
4	Wholesale													
5	Retail													
6	Total Sales													
7														
8	Cost of Material													
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													

	A	B	C	D	E	F	G	H	I	J	K	L	M	N
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													

4. Historical Financial Reports for Existing Business

Each applicant is required to submit all items listed below.

- FS-6500-24
- Tax returns (past three years)
- Current credit report from major credit bureau

5. Supporting Information

Each applicant is required to submit the items listed below, if applicable.

- Financial statements of business owners, officers, and partners
- Bank or investor letters of intent to finance project

7. REFERENCES (at least three, preferably from banks):			
Full Name	ADDRESS, TELEPHONE NUMBERS, AND E-MAIL ADDRESS		
<p>You may submit certified financial statements in lieu of completing PARTS A through C below. However, you must complete either the certification statement in PART D.1 or PART D.2 at the bottom of the last page.</p>			
PART A. BALANCE SHEET	CURRENT YEAR (MM/DD/YYYY)	PREVIOUS YEAR (MM/DD/YYYY)	YEAR BEFORE PREVIOUS YEAR (MM/DD/YYYY)
YEAR ENDED			
ASSETS			
CURRENT ASSETS			
CASH			
RECEIVABLES			
LESS ALLOWANCES FOR DOUBTFUL ACCOUNTS	()	()	()
INVENTORIES (LIST MAJOR CATEGORIES)			
SUPPLIES AND MISCELLANEOUS ITEMS			
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 OF FIXED ASSETS			
OTHER ASSETS			
CASH DEPOSITS			
SECURITIES			
TOTAL OTHER ASSETS			
TOTAL ASSETS			
LIABILITIES AND OWNER EQUITY	CURRENT YEAR (MM/DD/YYYY)	PREVIOUS YEAR (MM/DD/YYYY)	YEAR BEFORE PREVIOUS YEAR (MM/DD/YYYY)
CURRENT LIABILITIES			
ACCOUNTS PAYABLE			
ACCRUED PAYROLL			
ACCRUED PAYROLL TAXES AND INSURANCE			
NOTES PAYABLE			
CURRENT INCOME TAXES			
OTHER TAXES			
CURRENT PORTION OF LONG-TERM DEBT			
OTHER CURRENT LIABILITIES (SPECIFY)			
TOTAL CURRENT LIABILITIES			
OTHER LIABILITIES			
DEFERRED INCOME TAXES			
LOANS FROM OFFICERS OR PARTNERS			
LONG-TERM DEBT LESS CURRENT PORTION OF LONG-TERM DEBT			
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			
THE INCOME STATEMENT IN PART C IS CASH BASIS _____ ACCRUAL BASIS _____.			
INVENTORIES ARE LIFO _____, FIFO _____, COST, OR MARKET, WHICHEVER IS LOWER _____.			
NAME, ADDRESS, TELEPHONE NUMBERS, AND E-MAIL ADDRESS OF CONTRACTORS OR SUBCONTRACTORS USED TO PREPARE THE INCOME STATEMENT IN PART C (IF ANY):			
PART C. INCOME STATEMENT	CURRENT YEAR (MM/DD/YYYY)	PREVIOUS YEAR (MM/DD/YYYY)	YEAR BEFORE PREVIOUS YEAR (MM/DD/YYYY)
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)			
PLUS OTHER INCOME			
LESS INTEREST EXPENSE			
INCOME TAXES	()	()	()
OTHER EXPENSES	()	()	()
NET AMOUNT OF OTHER INCOME AND EXPENSES	()	()	()
NET PROFIT (LOSS) FOR YEAR:			

PART D.1. CERTIFICATION FOR CORPORATIONS, LLCs, AND PARTNERSHIPS		
We, the undersigned, general officers (or members) of _____ [name of corporation, LLC, or partnership], swear that the above or attached financial statements are true and correct and cover all of the financial affairs of [name of corporation, LLC, or partnership] up to and including [date].		
CERTIFYING OFFICIAL'S NAME AND TITLE	SIGNATURE (Sign in ink)	DATE
CERTIFYING OFFICIAL'S NAME AND TITLE	SIGNATURE (Sign in ink)	DATE
SUBSCRIBED AND SWORN TO before me this _____ day of _____, [year].		(Affix Notary Seal)
SIGNATURE	TITLE	
PART D.2. CERTIFICATION FOR INDIVIDUALS		
I swear that the above or attached financial statements are true and correct.		
INDIVIDUAL'S NAME AND TITLE	SIGNATURE (Sign in ink)	DATE
SUBSCRIBED AND SWORN TO before me this _____ day of _____ [year].		(Affix Notary Seal)
SIGNATURE	TITLE	
<p>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. Response to this collection of information is mandatory. The authority to collect the information is the Organic Administration Act, 16 U.S.C. 551. 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.</p> <p>In accordance with Federal civil rights law and U.S. Department of Agriculture (USDA) civil rights regulations and policies, the USDA, its Agencies, offices, and employees, and institutions participating in or administering USDA programs are prohibited from discriminating based on race, color, national origin, religion, sex, gender identity (including gender expression), sexual orientation, disability, age, marital status, family/parental status, income derived from a public assistance program, political beliefs, or reprisal or retaliation for prior civil rights activity, in any program or activity conducted or funded by USDA (not all bases apply to all programs). Remedies and complaint filing deadlines vary by program or incident.</p> <p>Persons with disabilities who require alternative means of communication for program information (e.g., Braille, large print, audiotape, American Sign Language, etc.) should contact the responsible agency or USDA's TARGET Center at (202) 720-2600 (voice and TTY) or contact USDA through the Federal Relay Service at (800) 877-8339. Additionally, program information may be made available in languages other than English.</p> <p>To file a program discrimination complaint, complete the USDA Program Discrimination Complaint Form, AD-3027, found online at How to File a Program Discrimination Complaint and at any USDA office or write a letter addressed to USDA and provide in the letter all of the information requested in the form. To request a copy of the complaint form, call (866) 632-9992. Submit your completed form or letter to USDA by: (1) mail: U.S. Department of Agriculture, Office of the Assistant Secretary for Civil Rights, 1400 Independence Avenue, SW, Washington, D.C. 20250-9410; (2) fax: (202) 690-7442; or (3) email: program.intake@usda.gov.</p> <p>USDA is an equal opportunity provider, employer, and lender.</p> <p>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.</p>		
□ U.S. GPO: 1996-720-508		

National Quality Standards for Recreation Site Management and Best Management Practices (Formerly known as Meaningful Measures Standards)

National Quality Standards for developed sites have been established for the Key Measures: Health and Cleanliness, Safety and Security, Condition of Facilities, Responsiveness, Resource Setting. 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.

Key Measure: HEALTH AND CLEANLINESS

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

Key Measure: RESOURCE SETTING

- *Effects from recreation use do not conflict with environmental laws (such as ESA, NHPA, Clean Water, TES, etc).
- 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.
- Landscape character at the developed recreation site is consistent with the Forest scenic integrity objectives.
- Visitors and vehicles do not exceed site capacity.

Key Measure: SAFETY AND SECURITY

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

Key Measure: RESPONSIVENESS

- *When signed as accessible, constructed features meet current accessibility guidelines.

- Visitors feel welcome.
- Information boards are posted in a user-friendly and professional manner.
- Visitors are provided opportunities to communicate satisfactions (needs, expectations).
- Visitor information facilities are staffed appropriately during seasons of use and current information is available.
- Recreation site information is accurate and available from a variety of sources and outlets.

Key Measure: CONDITIONS OF FACILITIES

- Constructed features are serviceable and in good repair throughout the designed service life.
- 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.
- New, altered, or expanded constructed features meet FS design standards and are consistent with an approved site development plan, including an accessibility transition plan.

Public Service Maintenance Standards

The following standards should be met in sites offering services to the public. These standards are necessary to ensure a pleasant recreation experience for the visitor.

Toilets, showers, and dressing areas

- Toilet bowls, risers, seats, seat covers, and urinals free of deposits on surfaces
- Building interiors free of dirt, trash, graffiti, insects (dead and alive), and spider webs
- Floors free of standing water
- Chromeware clean and bright
- Toilet paper, towels, and seat covers (where provided), stocked to last until next day and/or cleaning
- Unpleasant odors (both sewage and chemical) minimized
- All restroom buildings and individual toilet units will be fully open and accessible during the entire operating season to accommodate public service needs.

Toilets and other buildings (exterior)

- Walkways and trails clean and clear of obstructions for public safety and accommodating people with disabilities
- Floor mats clean
- Exterior walls free of graffiti
- Roof generally free of leaves and branches
- Eaves free of wasp nests, bird nests, and spider webs

Toilet vaults

- Vaults not more than three-fourths full
- During pumping, the vaults should be cleaned as thoroughly as possible to help prevent the production of odors.

Tables and benches

- Tops and seats free of dirt, grease, and large carvings
- Under portion free of spider webs, etc.
- Tops, seats, and legs secure and functional

Fireplaces, char-grills, fire rings, and stoves

- No more than half-full of ashes
- All ashes and partially burned wood confined to fireplace or grill
- Grill surface free of grease and food particles at time of ash removal Pedestals and bases straight and secure, and components functional Leftover firewood stacked beside unit.

Garbage cans and depositories

- Plastic liner half-full or less
- Cans clean on the outside; all litter and debris picked up around cans or container

Hand-pumps, fountains, and hydrants

- All units free of grease or residue
- All units secure and drip-free
- Catch basins (drains) free of food particles, soaps, grease, debris, standing water, and functioning properly

Appendix 20

Description of Developed Recreation Sites and Facilities



Forest Service

San Bernardino National Forest

Table of Contents

Description of Developed Recreation Sites and Facilities	3
Front Country Ranger District	3
Applewhite Campground.....	3
Mountaintop Ranger District.....	3
Aspen Glen Picnic Site	3
Barton Flats Campground.....	4
Big Pine Equestrian Group Campground	4
Big Pine Flat Campground	4
Bluff Mesa Group Campground	5
Boulder Group Campground	5
Buttercup Group Campground	6
Coon Creek Group Campground.....	6
Council Camp Group Campground.....	6
Crab Flats Campground.....	7
Deer Group Campground	7
Dogwood Campground	8
Greyback Amphitheater.....	8
Grays Peak Group Campground.....	9
Grays Peak Trailhead	9
Green Spot Equestrian Group Campground.....	9
Green Valley Campground.....	10
Grout Bay Picnic Site	10
Hanna Flat Campground.....	10
Heart Bar Campground.....	11
Heart Bar Equestrian Campground	11
Holcomb Valley Campground.....	12
Ironwood Group Campground	12
Jenks Lake Day Use Area.....	13
Juniper Springs Group Campground.....	13
Lobo Group Campground.....	14
Meadows Edge Picnic Site	14
North Shore Campground.....	15
Oso Group Campground.....	15
Pine Knot Campground	16
San Gorgonio Campground.....	16
Serano Campground	17
Shady Cove Group Campground.....	17
Skyline Group Campground.....	18
South Fork Campground	18
Tanglewood Group Campground	19
Tent Peg Group Campground.....	19
Wildhorse Equestrian Campground	20

The following appendix provides descriptions for each developed recreation site included in this prospectus.

Each description includes the number and type of sites available at each facility, current fees, minimum operating season, status in the Recreation.gov reservation system, maximum occupancy if group use site, the number of parking spaces if day use or group use site, if host is required to be on site during minimum operating season, general type of host utilities and other useful facility information. Unless otherwise specified, capacity information listed in this prospectus is based on the legal number of persons and vehicles allowed in each camp site. Refer to Appendix 4 - Applicable Forest Orders for information on capacity limits.

Maps for each of these locations can be found in Appendix 2 - Maps of Developed Recreation Sites. Appendix 3 - Inventory of Government Furnished Property provides more detailed and complete site information pertaining to each of these facilities. Use all descriptions, maps, and tables together for the most comprehensive overview of the area and specific site properties. Prospective bidders are also strongly encouraged to visit sites listed in this document to further their understanding of each setting.

Every attempt has been made to make this information and that found in the Appendices as accurate as possible. However, it is possible that some errors exist. If any errors are discovered, a correction will be made available.

Description of Developed Recreation Sites and Facilities

Front Country Ranger District

Applewhite Campground



Applewhite Campground is located three miles north of the Lytle Creek Ranger Station. The tree lined campground offers 42 single-family campsites, available mostly for tent camping. Some sites can accommodate RV/campers without water or electric hookups. The parking aprons are paved but can be quite narrow. Each site is equipped with a table and campfire ring with grill. Accessible flush toilets and water spigots are provided. Across the road from the campground is Lytle Creek, which offers a cooling place to relax and recreate. Ample opportunities for short, day hikes in the Lytle Creek area as well as OHV opportunities in the nearby Cajon Pass area. Flowing waters of Lytle Creek nearby offer a relaxing place to enjoy the cool waters.

Mountaintop Ranger District

Aspen Glen Picnic Site



Aspen Glen Picnic Area is located on the south shore of Big Bear Lake and is considered to be one of the major access points to a large general forest area. This location provides easy access to a forest road system, a major mountain biking and hiking trail, as well as special use cabins. This picnic area is a day use area only with an automated fee machine, parking for 16 vehicles, vault toilets, and several picnic tables and BBQs. The site sees heavy visitation year-round, but when snow is present, this site is a major local attraction as a snowplay area.

Barton Flats Campground



The Barton Flats Campground is located off Highway 38 and is thirty-six miles northeast of San Bernardino and twenty-six miles south of Big Bear Lake. The campground has 51 campsites, each site contains a table and fire ring. There are three restroom buildings with four toilets in each building, additionally, there is one restroom building with four showers, as well as an RV dump station and firewood currently for sale on site. Bear boxes are available at each campsite for food storage (dimensions are 48"x 29"x 26"). There is a host site with sewer, water, phone, propane tank and electrical hookups. Site roads and spurs are paved. Water is provided through the Barton Flats Water System (operated by the Barton Flats Camp Association).

In addition to a nearby lake and river access, a variety hiking, biking and horseback riding trails can be accessed from the campground. Its location also provides a great place for visitors to relax, take in the fresh, mountain air, and enjoy the beautiful scenery. At nearby Jenks Lake visitors can enjoy fishing and non-motorized boating, including canoeing and kayaking.

Big Pine Equestrian Group Campground

The campground is located in the San Bernardino Mountains at an elevation of 6,820 feet. It is situated in a hilly area dotted with mature evergreens. Wide open meadows exist throughout the area. The trees provide ample shade within the campground. The campground offers one group equestrian site, available for tent and RV camping. It can accommodate up to 25 people and five vehicles. Utility hookups are not available and parking surfaces are gravel. The site is equipped with horse corrals, hitching racks and a horse staging area, as well as watering stations. The campsite has 5 tables, grills and a campfire circle. Vault toilets and drinking water are provided.

Big Pine Flat Campground

The Big Pine Flat Campground encompasses approximately seven acres with 20 campsites. Each campsite has a table and a fire ring. One site is reserved for a campground host. All campground roads and parking spaces are unpaved. Nine of the units accommodate trailers up to 22 feet. Restroom facilities consist of two vault toilets buildings with two toilets in each building. The campground is served by a well water system that is shared with the adjacent Fire Station. The concessionaire will be responsible for water system maintenance within the campground. The campground is popular with off-highway vehicle (OHV) users.

Bluff Mesa Group Campground



This group campground can accommodate up to 40 people. There are 5 tables, one group fire ring, four BBQs, one vault toilet and parking for eight vehicles. All parking areas and inbound roads are unpaved. This campground has no water system. A variety of hiking and mountain biking trails can be accessed from the campground, and rock-climbing routes can be found nearby. Fishing, boating and swimming at Big Bear Lake are popular activities.

Boulder Group Campground



The group campground is located south of Big Bear Lake. It is accessed via a dirt road, just off the main highway through the area. The campground is situated in a somewhat secluded stand of mature conifers. The campground offers one large group site for tent camping. It can accommodate up to 40 people and eight vehicles. The site is equipped with 5 picnic tables, grills and a campfire circle. Vault toilets are provided, however drinking water is not available. The campground provides access to a variety of hiking and mountain biking trails, including the Seven Oaks Trail.

Buttercup Group Campground



The group campground is situated at an elevation of about 7,000 feet and is heavily forested with pine trees. The site is relatively shady and secluded. It is about two miles from Big Bear Lake and is accessed by a dirt road. The group campground offers one large, accessible site that can accommodate up to 40 people and eight vehicles for tent or RV camping. The site is equipped with five tables, four BBQ grills and a campfire circle. Vault toilets and drinking water are provided. Visitors also enjoy the area's plentiful hiking, mountain biking and climbing opportunities. The campground provides access to a number of trails and points of exploration.

Coon Creek Group Campground

The campground is situated at an 8,000-foot elevation with mature pine trees dotting the area. This somewhat rustic group campground offers one large-group campsite, available for tent or RV camping. It can accommodate up to 40 people and 10 vehicles. Utility hookups and drinking water are not available. The site is equipped with four tables, a campfire circle and grills. Vault toilets are provided. Parking is available within the campground and on the adjacent roadway.

Council Camp Group Campground



The campground is located northeast of San Bernardino, just off of Highway 38, in the Barton Flats area of the San Bernardino Mountains. The highway is part of the Rim of the World Scenic Byway. This campground is situated in a pine forest, at an elevation of about 6,360 feet. The campground offers one group campsite, available for tent and RV camping. The site can accommodate up to 50 people and 10 vehicles. The site is equipped with eight tables and two campfire rings with grills. Larger campfire circles are available as well. Vault toilets and drinking water are provided. The site roads and parking areas are paved. Water is provided through the Barton Flats Water System (operated by the Barton Flats Camp Association).

Crab Flats Campground



Crab Flats is located approximately four miles from Green Valley Lake Road off of Forest Service Road 3N16. The campground has a host site with water and sewer hookups and 29 single campsites, each with a fire ring and picnic table. All interior roads and spurs are unpaved. There are two vault toilet buildings with two toilets in each building. This site has no sewer system. Crab Flats has water through a spring-fed distribution system. This campground is very popular with off highway vehicle enthusiasts. This is a remote campground with the nearest stores for food, gas, and supplies located in Green Valley Lake and Running Springs.

Deer Group Campground



This group campground is located south of Big Bear Lake. It is situated in a somewhat secluded stand of conifers. The mature trees provide shade for the campground. The campground offers one large group site for tent camping. It can accommodate up to 40 people and eight vehicles and is accessed by a dirt road. The campsite is equipped with five picnic tables, four BBQ grills and a campfire circle. Vault toilets are provided, however drinking water is not available at the campground.

Dogwood Campground



Dogwood Campground has 94 sites, paved interior roads and spurs, flush toilets, and full hookups for the primary host site. The campground has two additional host sites with water and electrical hookups but no sewer. The campground contains an amphitheater and an interpretive trail. Each campsite has a fire ring and table. The campground has two restroom facilities with four toilets and showers each and four restroom facilities with two toilets each. Dogwood also features a two-mile loop hiking trail. A fee station is located at the entrance of the campground with an adjacent dump station. There are 19 recreational vehicle (RV) hookups. The sewer system is operated by the Lake Arrowhead Community Services District. An RV dump station is located near the campground entrance. A water system is in place with water being supplied by the local utility district. There are grocery stores, restaurants, gas stations and other amenities nearby in the communities of Blue Jay and Lake Arrowhead.

Greyback Amphitheater



The Greyback Amphitheater is located off Highway 38, between Jenks Lake Road East and Lobo Group Campground. Historically, a local volunteer organization, the San Geronio Wilderness Association (SGWA), has hosted evening interpretive programs at this site on most Saturday nights and some Sunday nights during the summer months. Day use fee requirements have been waived for vehicles parked at Greyback for these interpretive programs. At other times, the amphitheater can be reserved for weddings and other events. There is seating for approximately 200 people on wooden benches, a stage and white wooden board for video display projection, there is also vault toilets, potable water, and paved parking spots.

Grays Peak Group Campground



The campground is located 45 miles outside San Bernardino at an elevation of 7,132 feet. It is nestled in a mixed conifer forest with a grassy understory. Mature trees provide much shade throughout the area, but open meadows are also available. It is approximately one acre in size and can accommodate up to 40 people. There are 5 tables, one group fire ring, four BBQs, one vault toilet and parking for eight vehicles. This site does not have a water system. The campground provides access to a variety of hiking and mountain biking trails, including the Grays Peak Trail. The Butler Park Fire Lookout is a short, 1-mile hike or bike from the campground.

Grays Peak Trailhead

This trailhead is located on the west side of Highway 38 (North Shore Drive), just west of Fawnskin, across from Grout Bay Picnic Area. The trailhead is within bald eagle habitat, it is closed during nesting season from winter to spring, sometimes extending into summer. There is one vault toilet is on site as well as fifteen parking spots, and several picnic tables.

Green Spot Equestrian Group Campground



This campground is located approximately three miles southeast of Big Bear City at an elevation of 7,224 feet. It is situated in a pinyon pine and juniper forest carpeted with grassy meadows. The road to the campground is rough and rocky, suitable for four-wheel drive vehicles. The campground offers one large group campsite that can accommodate up to 25 people and eight vehicles. The site is equipped with five tables, four BBQ grills and a campfire ring. Vault toilets are provided. The campground offers five horse corrals that can hold up to 10 horses and contains manure bins. Non-potable water is available for livestock.

Green Valley Campground



Green Valley Campground is located near the community of Arrowbear Lake. It is centered between Lake Arrowhead and Big Bear Lake, providing ample recreational opportunities in the area's pine-covered mountains. The campground offers 37 single-family camp sites for tent and RV camping. Each site is equipped with a table and campfire ring with grill. Flush toilets and drinking water are provided. No overflow parking is available.

Grout Bay Picnic Site

Grout Bay Picnic Area is located on the scenic north shore of Big Bear Lake off of Highway 38. The Grays Peak trailhead is across the highway from the picnic area. The picnic area is closed during nesting season from winter to spring, sometimes extending into summer. This site contains 10 paved parking spots, a flush toilet, and several picnic tables and pedestal grills.

Hanna Flat Campground



The Hanna Flat Campground encompasses approximately 20 acres and has 88 camp units. Each site has a table and a fire ring. The frontage road, interior roads and parking spurs are paved. Nineteen of the spurs are long enough to accommodate a 22-foot trailer. Two units have electrical and water hookups for host sites. There are three flush toilet buildings with four flush toilets in each building, and six vault toilet buildings with two toilets in each building. The campground has a pump and well system. Electricity is available from the local utility company and cellular telephone has tested successfully in the campground. This campground has a septic wastewater system for each of the three flush toilet buildings. The concessionaire is responsible for the maintenance, pumping and operation of these systems.

Heart Bar Campground



The campground is nestled among pine-covered mountains, at an elevation of 6,880 feet. It is not far from Big Bear Lake, but far enough to retain a remote and secluded atmosphere. The Heart Bar Campground has two host sites with sewer, water, and propane and a total of 95 campsites, each site having a table and fire ring. Site roads and spurs are paved. The campground shares a well and distribution system with Heart Bar Group, Wildhorse Equestrian Campground and Skyline Group Campground. While there are no hookups available at the campground, a dump station is available nearby.

Heart Bar Equestrian Campground



The Heart Bar Equestrian Group Campground has a capacity for 65 people and corrals for 40 horses. There is one large community fire ring, seven tables, one pedestal BBQ, and two pedestal serving tables. The campground has a host site with water and sewer hookups. The site roads and parking spurs are unpaved. The campground shares a well and a water distribution system with Heart Bar Campground, Wildhorse Equestrian Campground and the Skyline Group Campground. There is one flush toilet building with two showers.

Holcomb Valley Campground



The Holcomb Valley Campground can be reached via 3.5 miles of native surface road from State Highway 38 north of Big Bear Lake on Forest Service Road 3N09 (Van Dusen Canyon Road) or 6.2 miles of native surface road via Forest Service Road 2N09 (Polique Canyon Road). The campground is located on seven acres and has 19 campsites, including one host site. Each site has a table, fire ring, and parking spur. All spurs and roads are unpaved. Restroom facilities consist of two vault toilet buildings with two toilets in each building. There is no water system in this campground.

Ironwood Group Campground



The campground is located near the town of Fawnskin, a few miles north of Big Bear Lake, at an elevation of 6,637 feet. It is situated in a pine forest with a grassy meadow. Mature trees provide ample shade. The campground offers one large group site for tent camping, approximately one acre in size. It can accommodate up to 25 people and six vehicles. The campsite is equipped with five picnic tables, a campfire circle, four BBQ grills and vault toilets. This site does not have a water system.

Jenks Lake Day Use Area



Jenks Lake area is for day use only, at an elevation of 6,800 feet. This lake provides accessible picnicking and fishing from either the pier or from several fishing pads along the shore. An accessible trail also borders the lake, which starts from the parking lot. Hand launch small boats are allowed, however no power boats are permitted. Although there is no camping, nearby campgrounds include: [Barton Flats](#), [San Gorgonio](#) and [South Fork](#) Campgrounds. Jenks Lake East Road also leads to a designated [dispersed camping](#) area.

Hand launch small boats are allowed; however, no power boats are permitted. Although there is no camping, nearby campgrounds include: [Barton Flats](#), [San Gorgonio](#) and [South Fork](#) Campgrounds. Jenks Lake East Road also leads to a designated [dispersed camping](#) area.

Juniper Springs Group Campground



The campground is located in the San Bernardino Mountains at an elevation of 7,739 feet, where ponderosa pines dot the site. A pinyon pine and juniper woodland and meadow surround the area and a small pond is on-site. This campground is located approximately eight miles south of Big Bear City. The campground offers a large group site for tent camping. It can accommodate up to 40 people and eight vehicles. Standard SUVs or vehicles with four-wheel drive and/or higher clearance are required to access the campground. There are 5 tables, one group fire ring, four BBQs and a vault toilet. Drinking water is not available.

Lobo Group Campground



The campground is located in a dense pine forest, at an elevation of about 6,400 feet. The entrance to the Lobo Group Campground is the same as the neighboring Oso Group Campground. The group campground offers one large group campsite, available for tent and RV camping. It can accommodate up to 75 people and about 19 vehicles. There are 10 picnic tables and three pedestal grills. There is one restroom building with four flush toilets. All site roads and parking areas are unpaved. Water is provided through the Barton Flats Water System (operated by the Barton Flats Camp Association).

Meadows Edge Picnic Site



Meadows Edge Picnic Site is a day use picnic area located on the north side of Big Bear Lake adjacent to Serrano Campground and close to the Big Bear Discovery Center. The popular site has ninety parking spots, some of which are pull-thru spots for large RVs or trailers. There are dozens of picnic tables, each with a barbecue grill. There is one restroom facility with six flush toilets, and two trash bins.

There is even a small beach just through the trees where you can enjoy sunshine on the lake or fish, following state and local guidelines. Running through the site is the Alpine Pedal Path, which connects this north shore of Big Bear Lake all the way to the south shore. There are nearby bike, kayak, and other outdoor rental equipment.

North Shore Campground



North Shore is located near the North Shore of Lake Arrowhead, adjacent to the Mountain Community Hospital. The campground has 27 sites. The interior road and spur roads are paved. The host site has full hookups. North Shore has 27 fire rings and tables. There are two restroom buildings with two flush toilets in each building. There is utility provided water available and the sewer system is connected to the local utility system. Lake Arrowhead is a privately owned lake with public access for fishing, boating, and swimming. There are grocery stores, restaurants, gas stations, and other amenities nearby in the town of Cedar Glen.

Oso Group Campground



The campground is located in a dense pine forest, at an elevation of about 6,400 feet. The entrance to the Oso Group Campground is the same as for the neighboring Lobo Group Campground. The group campground offers one large group campsite, available for tent and RV camping. It can accommodate up to 100 people and about 25 vehicles. There are 18 tables and three pedestal grills. Site roads and parking areas are unpaved. Water is provided through the Barton Flats Water System (operated by the Barton Flats Camp Association). There is one toilet building with four flush toilets.

Pine Knot Campground



The campground sits at the base of Snow Summit Ski Resort at an elevation of 6,900 feet. It is nestled in a dense forest of fir, pine and oak trees, which provide ample shade in the campground. The campground encompasses 14 acres and has 48 sites. Each site has a table, fire ring, BBQ, and parking spur. One site is reserved for the campground host. Several of the spurs accommodate trailers up to 25 feet long. Interior roads and spurs are paved. The site has four flush toilet buildings with two toilets in each building. A dump station is available across the lake at Serrano Campground.

San Geronio Campground



The campground is located about 36 miles northeast of San Bernardino, at an elevation of 6,600 feet. It is situated in a mixed forest of oak and mature pine trees. The campground is composed of two loops and with two host sites with sewer and water and 53 campsites, each site has a table and fire ring. The roads and spurs are paved. Water is provided through the Barton Flats Water System (operated by the Barton Flats Camp Association). There are three flush restrooms buildings, with each having four toilets and one building having four showers.

Serrano Campground



The Serrano Campground is located approximately 35 miles east of San Bernardino near the north shore of Big Bear Lake. Access to the campground entrance is via State Highway 38 and North Shore Lane. Serrano is the largest and one of the most modern forest campgrounds. It includes 44 acres and 132 camp sites, four of which are used for host sites. There are 34 sites with full hookups. Thirty-two sites are arranged in pairs with adjoining parking spurs to be used as double family sites. Five sites are ADA compliant. Each site has a table, fire ring and parking spur. The spurs vary in length from 40 to 50 feet, and many will accommodate large recreational vehicles (RV). The Snowberry loop (with RV hook-ups), and the Summer Wind loop are operated year-round. These may be closed on a temporary basis during winter, in the event of major snowstorms.

The campground has four restroom buildings. Each restroom building has men's (two toilets and two urinals), and women's (four toilets), sinks, and five showers. Sewer, electricity, and natural gas are provided by utility companies. Water is supplied through a Forest Service water system. The campground has an RV dump and potable water station as well as an entry station kiosk.

Shady Cove Group Campground

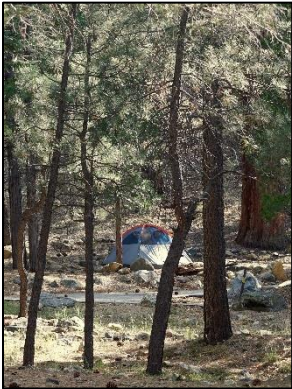
This group campground is located near the National Children's Forest Visitor Center and the Keller Peak Fire Lookout. The campground is easily accessible, just off a paved road, Forest Service Road 1N96. It has forested tent campsites. It is situated in the mountains of Southern California at an elevation of about 6,000 feet. The campground offers three group sites, one of which is accessible, for tent. Each site can accommodate up to 90 people and 24 vehicles. There is drinking water at each group site. Amenities include picnic tables, vault restrooms, grills, trash containers, group fire-ring, and tent pads. Activities include biking, bird watching and photography. Within 10 miles rock climbing, hiking, interpretive programs, nature trails, sightseeing and recycling and visitor centers.

Skyline Group Campground



The campground is nestled among pine-covered mountains, at an elevation of 6,880 feet. It is not far from the Big Bear Lake, but far enough to retain a remote and secluded atmosphere. The campground offers a single, large-group campsite, available for tent or RV camping. It can accommodate up to 25 people and about 9 vehicles. This group campground is located within the Heart Bar Campground complex on Forest Service Road 1N02 from Highway 38. Amenities include picnic tables, pedestal grill, 1 group fire ring, vault toilets and potable water. There is hiking access to San Geronio Wilderness trails.

South Fork Campground



The campground has a host site with sewer and water hookups and 24 campsites, each site has a table and fire ring. The site roads and spurs are paved. The campground has a well and a water tank. There are three vault toilet buildings, each with two toilets.

The Upper Loop was heavily damaged in Hurricane Hilary, repairs are needed, and some sites may be decommissioned.

Tanglewood Group Campground



The campground is located northeast of Big Bear Lake at an elevation of 7,542 feet. It is situated in a dense pine forest along the Gold Fever Auto Tour Trail, which provides a variety of interpretive sites that highlight the rich gold mining history of the area. This campground is approximately 1.9 miles east of Holcomb Valley Campground and is approximately one acre in size. The campground offers one large-group campsite, available for tent camping. It can accommodate up to 40 people and eight vehicles. The access road to the campground is dirt and gravel. There are five tables, one group fire ring, four BBQs, and a vault toilet. This site does not have a water system.

Tent Peg Group Campground



Tent Peg is located one mile from the Crab Flats Campground on Forest Service Road 3N34. The campground offers one large group site for tent and RV camping. It can accommodate up to 40 people and eight vehicles. There are five tables, two fire rings, and two pedestal grills. All parking areas and interior roads are unpaved. There is no water system at this campground. Restroom facilities consist of one vault toilet building with one toilet. This is a remote campground. The nearest food, gas, and supplies are in Green Valley Lake and Running Springs.

Wildhorse Equestrian Campground



The Wildhorse Equestrian Campground has 11 campsites, a restroom building with two flush toilets and two showers, and 30 single-horse corrals. Each campsite has a table and fire ring. The host site is located in the nearby Heart Bar Equestrian Group Campground. The access road and parking spurs are not paved. The campground shares a well with Heart Bar Campground, Heart Bar Equestrian Campground and Skyline Group Campground.

Table 1. Recreation Characteristics Table

Site Name	2023 Fees/ Holiday Fees	Minimum Operating Season	Rec.gov	# Units/ PAOT/ Capacity	Host at Site	Host Utilities	Other Utilities	Water System	Toilets	3 Year Avg Gross Revenue
Applewhite Campground	Single: \$10 Double: \$15	Year Round	Yes	43 Units	No			Potable	Flush	\$33,946.00 (2021 Unavailable)
Aspen Glen Picnic Site	\$5 w/ Adventure Pass**	Year Round	No	65 PAOT	No				1-Vault	
Barton Flats Campground	Single: \$36/\$38 Double: \$71/\$73	Mid-March - Late Oct	Yes	51 Units	Yes	Sewer, Water, Landline, Propane Tank, Electrical Hookups	Showers	Potable	3-Flush (4 per)	\$229,480.80
Big Pine Equestrian Group Campground	\$127/\$137	Mid-April- Early Oct	Yes	25 PAOT	No		Corral	Potable	1-Vault	\$8,404.43
Big Pine Flat Campground	\$29/\$31	Mid-April- Early Oct	No	20 Units	Yes		Cellular Service	Potable	2-Vault (2 per)	\$7,277.11
Bluff Mesa Group Campground	\$149/\$159	Mid-April- Early Oct	Yes	40 PAOT	No			No	1 Vault	\$8,111.00
Boulder Group Campground	\$149/\$159	Mid-April- Early Oct	Yes	40 PAOT	No			No	1 Vault	\$7,190.33
Buttercup Group Campground	\$149/\$159	Mid-April- Early Oct	Yes	40 PAOT	No			Potable	1 Vault	\$10,770.72
Coon Creek Group Campground	\$127/\$137	Early May- Mid-Oct	Yes	40 PAOT	No			No	1-Vault	\$4,267.33
Council Camp Group Campground	\$234/\$253	Mid-March - Late Oct	Yes	50 PAOT	No			Potable	1-Vault (4 per)	\$11,856.67
Crab Flats Family Campground	Single: \$29/31	Mid-April- Early Oct	Yes	28 Units	Yes	Sewer, water		Spring Fed	2-Vault (2 per)	\$23,911.13
Deer Group Campground	\$149/\$159	Early May- Mid-Oct	Yes	40 PAOT	No			No	1-Vault	\$5,761.33

Appendix 20: Description of Developed Recreation Sites and Facilities

Site Name	2023 Fees/ Holiday Fees	Minimum Operating Season	Rec.gov	# Units/ PAOT Capacity	Host at Site	Host Utilities	Other Utilities	Water System	Toilets	3 Year Avg Gross Revenue
Dogwood Campground	Single: \$40/\$42 Double: \$79/\$81 Hook Up: \$51/\$53	Mid-April- Late Oct	Yes	94 Units	Yes (3)	Full hookups (1) Water, Electrical (2)	Showers	Potable	2-Flush (4 per) 4-Flush (2 per)	\$489,118.30
Greyback Amphitheater	No fee currently	Early May- Early Oct	Yes	200 PAOT	No			Potable	1- Portable	
Grays Peak Group Campground	\$149/\$159	Early May- Mid-Oct	Yes	40 PAOT	No			No	1-Vault	\$1,613,22
Grays Peak Trailhead	\$5 w/ Adventure Pass**	Early April- Late Nov	No	49 PAOT	No			No	Vault	
Green Spot Equestrian Group Campground	\$127/\$137	Early May- Early Oct	Yes	25 PAOT 10 Horses	No		Corral	Non- potable	1-Vault	\$11,446.19
Green Valley Campground	Single: \$29/\$31 Double: \$56/\$58	Mid-April- Late Oct	Yes	38 Units	Yes	Sewer, Water		Potable	5-Flush (2 per)	\$76,021.00
Grout Bay Picnic Site	\$5 w/ Adventure Pass**	Early April- Late Nov	No	37 PAOT	No			Potable	1-Vault	
Hanna Flat Campground	Single: \$33/\$35 Double: \$65/\$67	Mid-April- Late Oct	Yes	88 Units	Yes	Electric, water	Electricity, cell service, septic	Potable	3-Flush (4 per) 6-Vault (2 per)	\$178,309.58
Heart Bar Campground	Single: \$29/\$31 Double: \$71/\$73	Mid-April- Late Oct	Yes	95 Units	Yes	Sewer, Water, Propane Tanks,		Potable	5-Vault (2 per)	\$153,482.35
Heart Bar Equestrian Group Campground	\$314/\$324	Mid-April- Mid-Sept	Yes	65 PAOT 40 Horses	Yes	Sewer, Water		Potable	1-Flush (2 per)	\$26,928.27

Site Name	2023 Fees/ Holiday Fees	Minimum Operating Season	Rec.gov	# Units/ PAOT Capacity	Host at Site	Host Utilities	Other Utilities	Water System	Toilets	3 Year Avg Gross Revenue
Holcomb Valley Campground	\$27/\$29	Year Round	No	19 Units	Yes (May -Oct)			No	2-Vault (2 per)	\$37,143.55
Ironwood Group Campground	\$127/\$137	Early May- Early Oct	Yes	25 PAOT	No			No	1-Vault	\$5,351.80
Jenks Lake Day Use Area	\$5 Buses/RVs: \$40	Mid-April – Mid-Oct	No	400 PAOT	No			No	1-Vault	
Juniper Springs Group Campground	\$149/\$159	Mid-April- Early Oct	Yes	40 PAOT	No			Non- Potable	1-Vault	\$5,094.00
Lobo Group Campground	\$362/\$372	Mid-April- Mid-Sept	Yes	75 PAOT	No			Potable	1-Flush (4 per)	\$16,952.75
Meadows Edge Picnic Area	\$5 w/ Adventure Pass**	Early April- Late Nov	No	376 PAOT	No			Potable	1-Flush	
North Shore Campground	Single: \$29/\$31 Double: \$56/\$58	Mid-April - Late Oct	Yes	28 Units	Yes	Full Hookups		Potable	2-Flush (2 per)	\$58,902.22
Oso Group Campground	\$480/\$490	Late April - Late Oct	Yes	100 PAOT	No			Potable	1-Flush (4 per)	\$15,206.70
Pine Knot Campground	\$34/\$36	Mid-April - Late Sept	Yes	48 Units	Yes		Sewer, water, electricity	Potable	4-Flush (2 per)	\$188,514.62
San Gorgonio Campground	Single: \$34/\$36 Double: \$67/\$69	Mid-April - Late Oct	Yes	54 Units	Yes	Sewer, Water	Shower	Potable	3-Flush (4 per)	\$148,989.65
Serrano Campground	Single: \$40/\$42 Single w/Hook Ups: \$51/\$53	Early March - Late Nov	Yes	132 Units	Yes		Showers, Sewer, RV Dump, Electricity, Natural Gas	Potable	4-Flush (4 per)	\$892,992.99

Appendix 20: Description of Developed Recreation Sites and Facilities

Site Name	2023 Fees/ Holiday Fees	Minimum Operating Season	Rec.gov	# Units/ PAOT Capacity	Host at Site	Host Utilities	Other Utilities	Water System	Toilets	3 Year Avg Gross Revenue
Serrano Campground, Continued	Double: \$79/\$81	Early March – Late Nov	Yes	132 Units	Yes		Showers, Sewer, RV Dump, Electricity, Natural Gas	Potable	4-Flush (4 per)	\$892,992.99
Shady Cove Group Campground	\$114/\$126	Early May- Late Oct	Yes	90 PAOT	No			Potable	3-Vault (2 per)	\$20,787.56
Skyline Group Campground	\$127/\$137	Late April - Late Oct	Yes	25 PAOT	No			Potable	1-Vault	\$7,173.00
South Fork Campground*	\$29/\$31	Early May- Late Sept	Yes	24 Units	Yes	Sewer, Water		Potable	3-Vault (2 per)	\$26,688.54
Tanglewood Group Campground	\$149/\$159	Early May- Late Oct	Yes	40 PAOT	No			No	1-Vault	\$6,332.42
Tent Peg Group Campground	\$149/\$159	Early May- Late Oct	Yes	30 PAOT	No			No	1-Vault	\$2,409.94
Wildhorse Equestrian Campground	Single: \$35/\$37 Double: \$69/\$71	Early May - Late Sept	Yes	55 PAOT	No		Showers, Corral	Potable	1-Flush (2 per)	\$19,485.29

*Site Closed Due to Damages from Hurricane Hilary

** Adventure Pass No Longer Required