

EVALUATION CRITERIA/SELECTION PROCESS

A selection committee will evaluate the submitted responses to the subset of questions. The information provided in your response will be the basis for the selection and recommendation of a facility operator.

The criteria for selection will be determined from the following areas with weights for each specific area as indicated.

A. Capability of respondent and qualification of assigned personnel. 20%

We believe that we have amply demonstrated that our park operation plan will provide vastly superior daily oversight and operations management, with 2 trained personnel and our Executive Director available at all times, in addition to camp hosts, volunteer assistants and our Board members. CLM's proposal offers one seasonal low-income staff person from out of the area, with volunteer help. Our Advisory Board is composed of some of the best qualified campground and hot springs managers and camp hosts in the west, and the majority of them are offering to double as camp hosts in at least the first season.

B. Experience with operating facility of similar type and size. 20%

All of us have extensive operations experience that includes every facet of what is required. Some members of our Advisory Board customarily hold high management positions in both fiscal, personnel and maintenance positions at facilities that are much larger, receiving up to 2 million visitors a year. See Qualifications section and Appendixes for detailed information.

C. Capability of respondent to perform site improvements, has necessary capital and resources to begin and complete listed (by respondent) site improvements and timeframe to begin and complete listed site improvements. 20%

Please refer to Improvements section and Appendixes for extensive photos, maps and details.

D. Thoroughness and quality of responses to each section. 20%

- Section I Qualifications: Pages 1-4; Appendixes One through Three
- Section II Volunteers, Hosts, Staff: Pages 4-7; Appendixes Three through Eight
- Section III Improvements: Pages 8-12; Appendixes Eight and Nine
- Section IV Community: Pages 12-14; Appendixes Ten through Twelve
- Section V Experience: Pages 14-15; Appendix One
- Section VI Facility Operation: Page 15
- Section VII Insurance Requirements; Page 15; Appendix Thirteen.

E. Ability to enter into County Concessionaire Agreement. 20%

We are fully prepared to move forward with negotiations for operation of the Tecopa Hot Springs Park and Campground for the benefit of our community and local natural resources.

100%

Appendix One: Advisory Board resumes, letters, referrals and awards

Appendix Two: Amended Bylaws to include Advisory Board

Appendix Three: Staff

Appendix Four: Forms

Appendix Five: Promotions

Appendix Six: Camp Hosts

Appendix Seven: Volunteers

Appendix Eight: Pledges

Appendix Nine: Improvements

Appendix Ten: Letters re: Park

Appendix Eleven Letters re: CLM

Appendix Twelve: Petitions

Appendix Thirteen: Insurance



The Hummingbird Family Resource Center

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Responses to Additional Questions Posed by County Board of Supervisors on April 6, 2004

Section I – Qualifications

• **Respondents Primary or Supervisory Personnel Qualifications**

Our organization is governed by a Board of Directors, assisted by two advisory boards, one for the Family Resource Center (the Southeast Inyo Children’s Council), and one for the Tecopa Hot Springs Park and Campground (the Tecopa Hot Springs Advisory Board). The Hot Springs Advisory Board is currently composed of six members, all of whom have been chosen for their extensive campground and hot springs experience at every level, as well as their commitment to Tecopa Hot Springs as a healing facility. We are currently adding local members to the Hot Springs Advisory board as well. Invitations have been extended to Walter Fisk, Brian Brown, Steve Parsons and Susan Sorrells.

One of our Directors is also employed as our Executive Director, and will supervise park staff, camp hosts and volunteers. Our Directors are already deeply involved in the community and at the Hot Springs on a daily basis, so they will be involved in park operations in a very hands-on manner. Unlike CLM’s decision-makers, they will be readily available at all times and grounded in their knowledge of community as well as campers. Advisory Board members with decades of local business and civic service or regional campground and hot springs management experience are only an email or phone call away.

Jennifer Viereck, Hummingbird FRC Executive Director and Board Member

- Spent teen summers in a large teaching camp directed by her family in Vermont.
- Originally used the hot springs as a park camper for over 10 years, and then moved to Tecopa year round, largely for hot springs access to treat the onset of paralysis.
- Has 30 years of nonprofit administrative experience with public service, education, promotional and spiritual organizations with annual budgets of up to \$25 million.
- 1973-1983, owned and operated several businesses, including two restaurants and a toy store currently in its 23rd year.
- 1984-1988, fiscal officer of the Public Media Center in San Francisco for 5 years for multi-million dollar promotional campaigns for groups like Greenpeace.
- 1991-1999, coordinated the funding, planning, and infra-structure for international outdoor camping and educational events for up to 3,000 participants.
- 1995-1999, fiscal officer for Temple Beth El, in Aptos CA. Responsibilities included all record-keeping for a large preschool, religious school, 300 member congregation, and many specific funds and programs.

- 1998-1999, key player in establishing the PooHaBah Native Healing Center in Tecopa, including facility negotiation and purchase, developing all-Native board of directors and fiscal sponsor, and raising \$90,000 in purchasing and startup capital through grants, major donors and mail campaigns.
- 2000-Present, founder of the Hummingbird Family Resource Center. In 2003, she was able to raise commitments for over \$91,000 to start up, operate, purchase and renovate the facility. She has involved Tecopa Park campers in many programs, from fundraisers and special events such as Oktoberfest, to a Christmas gift program for every single child in SE Inyo. She also remains a consultant and accountant to various CA and NV small businesses, tribal and nonprofit groups.
- Has extensive training in mediation, project planning and implementation, and staff and volunteer training and management. Additional skills include grant writing, budget development, accounting, web building, publishing, layout, professional writing and speaking.

Hawk David Fann, Board President

- Operated Sierra Hot Springs in Northern California for three years, including all office management, guest reservations, maintenance, construction, pool cleaning, housekeeping, framing, plumbing, electrical repairs and cooking.
- Journeyman with Southern Pacific Railroad for 10 years, working as a boiler maker, welder, and fitter.
- Additional skills included layout and reading blueprints.
- 3 ½ years of military service included operating heavy equipment, crowd control and duties as a Cavalry Scout.

Jann Rucquoi, Board Member

- Professional artist, designer, business owner and teacher in Europe and the U.S.
- Currently self-employed in providing unique interior murals and visual wall effects for homes and businesses from San Diego to Las Vegas.
- Strong background in appropriate and sustainable architecture, technology, and landscaping.
- Founded and directed the nonprofit Highland Center for the Arts in Pennsylvania for 17 years, where she involved an entire community in producing extraordinary outdoor events and theatre, and the infrastructure and volunteer teams to support them.
- Administrative skills include board, small business and promotional development, acquiring grant and business funding, docent and volunteer training and coordination, and professional writing and speaking.
- Spends extended periods at Eselen Institute, where she has received training and experience in pool cleaning, volunteer and landscape management.
- Husband, Paul Messenger, is a Nevada licensed stationary engineer for large facilities, currently employed by the California Academy of Sciences, Natural History Museum and Aquarium, working with highly complex lighting and water treatment systems. He has pledged to oversee immediate repair to electrical and water distribution system, and assist with future upgrades and redesigns as needed.

Tom and Nancy Vineski, Advisory Board Members

For complete information, please see resumes in the Advisory Board Appendix.

- Actively involved in membership activities of a large RV club; developed work parties in Tecopa for several years that provided invaluable improvements to the Shoshone Museum, the Fire Dept. Ambulance Bay, and the Hummingbird Family Resource Center.
- Camp hosted busy NFS Lynx Lake Campground, Prescott National Forest, Prescott, AZ 2000 & 2001.
- NANCY: Wide range of skills: bookkeeping, customer service, housekeeping, small business management; willing and able to handle new and varied tasks.
- Assisted in the management of a small hotel in southern Mexico working with guests from many countries. Duties ranged from working in the office, sewing projects, food shopping to supervision of cleaning and kitchen staff.
- TOM: Owner of ALTERNATIVES, Solar Energy Systems; solar promoter, technician, and installer of small independent & RV photovoltaic systems and solar cooking applications.
- Wrote many successful grant applications for public and private funds.
- Managed annual budgets in excess of \$650,000 (1985-88).
- Developed and administered 60 acre lake water quality management program.
- Owned five rental units and provided all maintenance services.
- Designed, developed and directed education and training programs for youth & adults.
- Developed community and public relations & program marketing activities
- Supervised and led employees and project teams

Ron and Valerie Jones, Advisory Board Members

For complete information, please see letter of acceptance, resumes, awards, and exemplary letters of recommendation in the Advisory Board Appendix.

- Full-time RVers, members of Escapees RV Club, and (Ron) Gila Bend Elks.
- Have Camp Hosted for 15 years, and held top supervisory positions at large (5,000 acres) CO state campgrounds. Their letters of recommendation are the best I have seen.
- RON: Worked 7 seasons as Seasonal Maintenance Supervisor for Colorado State Parks.
- Responsibilities included all phases of repair and maintenance on buildings and equipment; delegating and supervising tasks to court-appointed community service workers; and served as liaison between seasonal maintenance employees and full-time Park staff.
- Worked 12 years as a Law Enforcement Officer, requiring extensive training in public relations; 3 as a building and vehicle damage appraiser before retirement.
- Supervised and trained employees in both law enforcement and maintenance and repair.
- VAL: Worked 3 seasons as Revenue Supervisor for Colorado State Parks; responsible for hiring, training, staffing and overall operation of both entrance stations and the revenue generated by them and the campground, which received about 2 million visitors a year.
- Worked 4 seasons as Campground Supervisor responsible for training and overall operation of the campground. Reviewed daily shift reports and handled visitor complaints.
- Supervised and trained employees at entrance station and campgrounds attendants, focusing on customer service.

Pam and Rob Brownell, Advisory Board Members

For complete information, please see applications in the Camp Host Appendix. Resumes are in the mail.

- Full-time RVers, members of Escapees RV Club, own a 2004 custom built 5th wheel 4 rig.
- Have spent 9 years working for the U.S. Forest Service as Seasonal Fire Lookouts.

- Involved interaction with public and high level of responsibility to respond immediately to fire.
- PAM: Has extensive background in high-level marketing, and designed and implemented our Pledge Program.
- Has extensive experience in training and managing employees in high-speed business that must be highly responsive to public needs and perceptions.
- ROB: Has extensive background in engineering, blue print layout and systems design and management.

- **Number of on-site personnel anticipated and qualifications of site personnel**

We will have two on-site paid staff positions, a Camp Manager and an Office/Store Manager. We have already have several applications on file from qualified personnel who have worked at this facility before. (See Staff Appendix.) During start-up, our Executive Director will oversee all aspects of office management, including payroll, accounting, insurance, record keeping, and volunteer systems. She will work closely with the other Directors and the Advisory Board, visiting the site daily. Once operations have stabilized (we anticipate 2-3 months), we will hire a half-time Office/Store Manager to work under the supervision of our Executive Director.

The Office/Store Manager will have at least two years of experience in:

- Computer database and spreadsheet management and basic bookkeeping;
- Volunteer or personnel management; and
- Excellent communication and human resource skills.

The Campground Manager is a full-time position that requires at least two years of experience in:

- General maintenance, including plumbing, electrical, heating and cooling;
- Grounds maintenance, desert plants and landscaping; and
- Volunteer or personnel management.
- Pool cleaning and water treatment certification a plus, but will train if necessary.

Section II – Campground Hosts, Volunteers, and Paid Staff

Please note in the following responses, that we distinguish between camp hosts and volunteers. Camp Hosts receive bartered rental property of a specific monetary value in exchange for specific labor, and therefore qualify as employees under some regulations, such as duration of stay in the campground. Volunteers receive no compensation other than gratitude, and all agreements with management are based around specific task descriptions.

- **1. Do you plan to utilize campground hosts?**

Yes. We plan to have four camp host positions during the peak season and less during slower months. A position may be a single person, or a couple jointly sharing the commitment.

- **What is your selection process?**

We will advertise locally, through our website, RV clubs and top trade publications, such as Workamper News and Escapees Magazine. (See current Workamper ad in Promotions Appendix.) We have already received a number of applications through above sources. (See

letters of application in Camp Host Appendix.) After preliminary screening, our executive Director will ask desirable applicants to fill out our three page application form (see Forms Appendix). Final selection will be made by the Board of Directors, with input from the Advisory Board as needed. Key Advisory Board members have already applied to be Camp Hosts, so that they will be on-site to assist with the start up process. In the future, preliminary screening will probably be done by on-site staff, and final selection by a Personnel Committee chaired by a member of the Board of Directors.

- **What will be the camp host's responsibilities?**

Each host will maintain a bulletin board for important information and messages and be responsible for:

- Daily walk-through greeting guests,
- Providing information on activities and resources and answering questions;
- Maintaining clean restrooms and campsites in their section;
- Checking for camp fee receipts morning and evening;
- Assisting camp staff with tour groups, volunteers, bath cleaning and disability access;
- Reporting to staff on a daily basis.

- **How will you verify experience?**

Camp host applicants are asked to provide references, who will be contacted.

- **Discuss training and quality assurance for campground hosts [and volunteers].**

Screening for camp hosts and volunteers will be rigorous. Priorities will include prior experience and training, and time management and communication skills. Our training program will vary according to responsibility, but may include health and safety issues, specific procedures to follow, defusing difficult situations, the appropriate decision-making matrix, and adult/child CPR. The appropriate attitude toward fellow workers and park visitors will always be courteous and respectful. We will develop a detailed orientation and training program over the course of the summer, in cooperation with Advisory Board members and resource organizations for nonprofit groups such as Community Toolbox. Trainers will include staff and board from the Hummingbird Resource Center, the Southern Inyo Fire District, and outside specialists. Once operations stabilize, on-site staff will conduct camp host and volunteer trainings on a weekly basis or as needed.

- **2. Do you plan to utilize volunteers in the operation, maintenance, security or performing site improvements at the facility?**

Yes. The Tecopa Hot Springs Park has a long history of work shared between staff and community volunteers. Construction of all buildings on the property, including the bathhouses, park office and Community Center was greatly assisted by local volunteers. Up until 1988, volunteers always cleaned the pools and performed other vital tasks. Today, the county routinely depends on volunteers for capital improvements, daily operations, and service delivery for the Senior Programs and all recreational activities. (Please see the Volunteer Appendix for a History of Volunteerism, by Jann Rucquoi, and the Improvements appendix for photos of extensive landscaping, road work and maintenance done by Steve Parsons and others in the last year.) Volunteers already maintain some park bathrooms in

their sections. (See the Improvements Appendix for a graphic comparison of a staff-maintained and a volunteer maintained restroom, taken on May 1, 2004.)

- **How will you recruit volunteers?**

Through the same means described for Camp Hosts above. Also, local resident and campground volunteers have historically been solicited through on-site requests via the Senior Club, the Senior Lunch Program, bulletin boards and word of mouth. We have had a high level of response to sign-up postings by various community members in recent months, and have also received letters from potential volunteers (see Volunteers Appendix). In the future, we will have a Volunteer Coordinator, who will assist with recruitment and scheduling during the peak season.

- **How will volunteers be trained?**

See Camp Host training above.

- **What duties/responsibilities will the volunteers have?**

Volunteers will assist with daily campground tasks, baths cleaning and operation, and grounds and building maintenance. Volunteers with appropriate skills will also perform basic carpentry and site improvements, painting, general landscaping, and other labor that does not require a certified technician.

Volunteers and hosts who meet additional screening requirements for human resource skills will be trained to act as hosts in the baths during peak periods of the day, during tour bus visits and on weekends, to help explain fees, protocols and maintain health and safety guidelines.

- **How will you determine skill level of volunteers?**

Volunteers will be asked to complete our application form. (See Forms Appendix.) All volunteers will be interviewed and their experience and credentials reviewed to ensure appropriate placement and to verify technical expertise. All assignments of duties will correspond to previous work experience. The supervisor will discuss safety procedures with all volunteers. No one will be asked to perform any work for which they do not feel qualified.

- **How will you retain volunteers?**

Appreciation and respect are key to retention of volunteers in any operation. All staff hired must be comfortable and effective in volunteer supervision. We will hold a monthly social event to honor all volunteers, and each month a Volunteer of the Month will be selected and awarded a special gift. Names and photos will be posted in the Camp Office/Store for the season, and then added to a binder on display.

- **How will you monitor volunteers for performance?**

The Campground Manager and Office/Store Manager will act in a supervisory capacity to all camp hosts and volunteers. Discussions of volunteer performance will be part of every weekly staff meeting with the Executive Director.

In addition to a suggestion box available at all times, regularly scheduled board and community meetings will provide a public forum to discuss activities, concerns and suggestions for improving all aspects of the park, including staff, host, volunteer and administrative performance.

- **How will you recruit and train paid staff?**

We will advertise locally, through our website, RV clubs and top trade publications, such as Workamper News and Escapees Magazine. (See applications received to date in the Staff Appendix.) During staff training sessions, job descriptions will be defined in detail. The appropriate attitude toward fellow workers and park visitors will always be courteous and respectful. Procedures for all operations tasks will be made very clear to ensure the accurate and safe transfer of information to all staff, hosts, volunteers and guests. Everyone will be required to follow procedural charts for certain tasks like pool and bathroom cleaning, to ensure uniformity in application of the job. Staff and hosts will be trained in how to respond to emergencies, as well as basic safety training. Paid staff will be required to take HeartSaver CPR training offered by the Fire Dept.

Camp hosts and on-site staff will communicate on a daily basis, and attend weekly staff meetings with the Executive Director, and Board as needed. Paid staff will also receive training on working with and retaining volunteers. On-site staff are responsible for all on-site tasks. Camp Hosts and volunteers are present to assist and back them up. For additional information, see questions regarding monitoring and termination of volunteers below.

- **How will you integrate volunteers with paid staff; how will you terminate volunteers?**

All volunteers will be accountable to one or more paid staff persons. The Campground Manager will be responsible for overseeing most volunteer positions unless they specifically fall under the Office Manager, such as Camp Store volunteers. The Campground Manager will oversee all site improvements on a daily basis, under supervision of the Executive Director, and Board. Any improvements requiring certified technicians will be handled separately.

Initially, any difficulties between staff and volunteers will be immediately brought to the attention of the Executive Director for facilitation. (In the future, staff will consult with a Personnel Committee which will be established.) Any first violation of established policy and procedures will receive a warning and opportunity for resolution, unless serious health and safety violations or insult to other guests are involved. In that case, termination will be immediate.

Section III – Site Improvements

- **Please list the site improvements you intend to perform at the facility.**

Please refer to the map in the Improvements Appendix for additional information. The most immediate priorities will be addressed during September, the first month of proposed operation, prior to most camper arrival. Additional tasks will be completed during October, and more substantial projects during November, when the Boomer/Escapee RV club has promised 200 work hours of skilled and unskilled labor. These initial projects will go a long way to improve park and campground safety and enjoyment, as well as reducing the county’s overall burden for deferred maintenance. (See County 2001 Park Improvement Plan in Improvements Appendix.)

Immediate priorities:

- Improvements to the appearance of the entire facility, using tasteful but eye-catching motif of Native History and the Chief Tecopa Centennial in 2005. Design contest will take place over the summer and be posted on our website for email voting. Several community members have submitted beautiful designs over the last five years. Given the predominance of Native-descended community members, this will be a serious and important aspect of park redesign.
- Painting and restoration of all bathrooms to a sanitary and attractive condition.
- Revamping and consolidation of all information signage for camping and bath houses.
- Development of donation and day use signage and fee drop pipes at both bath houses.
- Placement of Camp Host bulletin boards and signs.
- Painting and renovation of office building and setup for office and basic camp store.

Task Description	When Scheduled	Materials Cost	Personnel Needed
Scrape and paint interior and exterior of bath houses, office building and all campground restrooms	September 04; two weeks needed	\$300 materials	Maintenance staff and 4 volunteers
Repaint bath house doors with signage and add indoor posts for donations.	September 04, 2-3 days.	\$100	Maintenance staff and 1 volunteer
Check for needed small repairs on all sinks, toilets, showers, and drains in baths and campground.	September 04, 1 week	\$100	Maintenance staff and 2 volunteers
Check that all sites and sections are clearly marked.	September 04, 2-3 days.	\$100	Maintenance staff and 2 volunteers
Install clear signage for each camping area.	September 04, 1 week.	\$100	Maintenance staff and 2 volunteers
Install bulletin board in each Camp Host area. Make moveable sandwich boards to identify on-duty Camp Host sites.	September 04, 2-3 days.	\$200	Maintenance staff and 2 volunteers
Redesign office interior and furnish; setup for Camp Store.	October 04, 4 days.	Unknown	Maintenance staff and 2 volunteers
Mark out clear parking in front of baths.	October 04, 2-3 days.	\$100	Maintenance staff and 2 volunteers

Review signage in baths. Simplify, consolidate, introduce symbols, and make inside the same as outside.	Could be done over the summer, for installation in September. At least 2 weeks.	\$200	Maintenance staff and 3 volunteers
Check over and repair all metered electrical hookups in Northwest Section.	October 04, 4 days.	Parts: \$500 Requires electrician.	Personnel, stationary engineer with permit.
Known Startup Costs		\$1500	

Fall and Winter Projects:

Four members of our Advisory Board are also members of the Boomer sub-group of the Escapees RV Club. They have volunteered in Tecopa for years. This coming year they promised 200 hours of work in November, and will dedicate all 200 hours to the campground and baths, providing the Hummingbird FCR has the concessionaire contract. They are opposed to CLM and the changes recommended by CLM. Among the group are electricians, roofers, painters, carpenters, and general contractors. Many members of the group participate in Habitat for Humanity- building houses from the ground up for elderly and disabled.

The Boomer group last year in Tecopa volunteered 80 hrs on work in the Shoshone Museum. (Please see “Angels Land at the Museum” in Winter Museum Newsletter, Improvements Appendix.) They rewired faulty electrical outlets, rehung doors which did not operate properly, repaired siding that was falling away or missing. They also patched holes, did touch up painting, washed windows, and display cases, and other general maintenance for the museum. This was the second year they selected the museum for some of their volunteer work. In addition they volunteer 45 hours to the Volunteer Fire Department, dismantling and removing the old roof, and beginning the replacement of a new roof. In the previous year the Boomers painted the fire department building. The Hummingbird FRC also benefited from nearly 50 hours of volunteer labor from the Boomers. (Please see Hummingbird FRC January 2004 Newsletter in Improvements Appendix.) They made a 600 sq. ft. play ground area for the children by removing shrubs and rocks, raking the area, and making it a level playing field. They also filled gullies with dirt and rocks to channel the flow of water from rain away from the center. Others in the group cleared an additional 80-ft area to make parking spaces for parents who come to pick up their children. In addition, they patched the roof for the Goods Exchange and sorted donated clothes.

A major priority is providing at least one ADA compliant bathroom and shower in the campground itself. This will be done by adding a unisex ADA compliant restroom and outdoor shower stalls to one of the existing restrooms. We would consult with the county to determine which bathroom to modify first.

For years, the community has also requested an expanded picnic area for local activities. We plan to provide for this need while also enhancing day use facilities for visitors and tour buses and keeping food away from the bath houses. Over the winter season, shade structures, picnic tables, additional horse shoe pits, a foot bridge, and landscaping will be added to C Section

adjacent to Tecopa Hot Springs Road and the new county playground. This area is rarely used, and has shade trees along the western edge. Visitors can easily walk to the bath houses along the rear access road.

We also want to re-roof both bath houses as soon as possible, as they are leaking through the asbestos board onto bathers. Roof structures (built in 1968) appear to be substantial, and need only stripping, surface preparation, and application of exterior materials and flashing. However, certified staff must first complete legally mandated asbestos abatement (interior ceiling board). This could be done during the summer.

Task Description	When Scheduled	Materials Cost	Personnel Needed
Bathroom renovations. Install outdoor shower addition, ADA restroom to least one campground restroom.	November, during RV club stay, two weeks.	\$1500	Personnel, with RV club volunteers.
Move picnic area to C Section. Build shade pavilions for picnic tables and foot bridge to playground. Add landscaping over winter and barbeque rings when possible.	November, during RV club stay, two weeks.	\$500	Personnel, with RV club and local volunteers.
Reroofing both bath houses with tar paper, fully tarred rolled roofing asphalt paper and flashing. Kool Coat could be added later.	<u>After interior asbestos abatement</u> by qualified county staff.	Unknown	Personnel, with RV club and local volunteers if possible.
Add additional shower heads and improve shower design in men's bath house.	During fall months, Oct-Dec. 04	\$100	Personnel, with 2 volunteers
Improve landscaping throughout park.	During fall months, Oct-Dec. 04	\$200	Maintenance staff and 2 volunteers
Known Winter Project Total		\$2300	

Additional Major Projects:

There are a number of badly needed capital improvements to county fixed asset property, which have been discussed for years. (See County 2001 Park Improvement Plan in Improvements Appendix.) We would like to work closely with the county to develop solutions and funding sources.

- **Metered Electrical Service:** We believe that an important aspect of making the park economically sustainable in a fair manner without raising rates is to insist on year-round metered electrical service for all monthly campers. This would require all monthly campers to use the Norwest Section, the furthest from the Community Center, until new meters are added. This will be a hardship for the elderly and those with disabilities who like to stay close to the Community Center. As soon as possible, metered service should be added for all

electrical sites (D section, close to the Community Center.) Within five years, all electrical posts should be replaced completely.

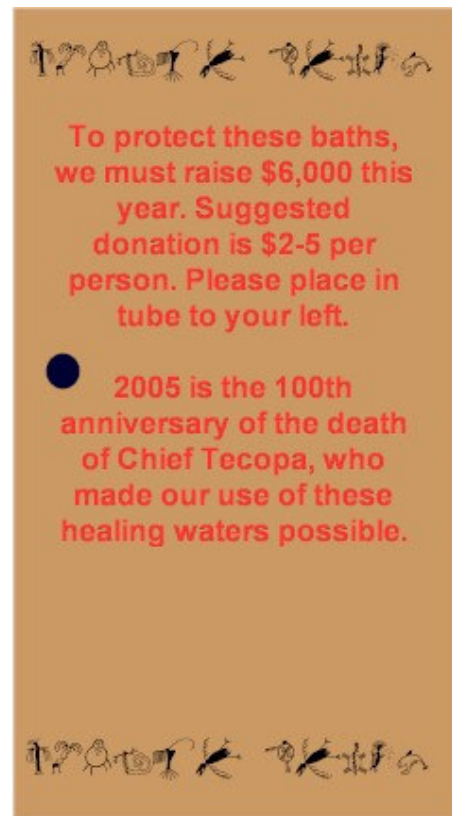
- **50 Amp Pull-Through Sites:** Diagonal sites can be added to C section (east side) which allow easy in and out access, level surfaces, good drainage and proximity to existing utility poles on Noonday Street.
- **Bath House Redesign for ADA compliance,** additional toilets and more efficient showers. We are drawing up designs for cinder block additions to both bathhouses when funds become available, which would bring them into ADA compliance. We would like to work with the county to develop this approach.
- **Regraveling all campground areas,** starting with D Section. We will approach the BLM concerning their proposed new gravel pit and ask for donation (Park is BLM property). We will offer volunteer and staff labor to rake and distribute, if county or CalTrans trucks can deliver gravel one section at a time.
- **Adding water and sewer service** to some parts of the park. Those areas such as Northwest Section directly above the sewer lagoon would be most logical to start with.
- **Adding potable water.** We will explore options to provide potable water if feasible and funding becomes available. We will carry bottled water in the camp store.
- **Adding a shallow ‘Splash Pool’ outdoors,** using existing outflow from pools, if it was determined safe. This would provide a safe space at a lower temperature for families with children, avoid more stringent regulations for deeper swimming pools, keep heads above the water, and not increase water flow overall. This is done at a number of similar facilities.

Other concerns:

- Due to our outreach to users of the park and the larger camping community in the last month, we have received several alarming statements about CLM operations at other parks, both from the camper and employee perspective. These letters are also completely consistent with our visits to CLM parks and interviews of CLM staff in the Big Bear region last summer. As affected park users, regardless of our role as a competitive bidder, we urge you to closely review letters in the Letters Re: CLM Appendix.
 - It will be important for the county to separate their own electrical use for the Community Center and outbuildings, Library, Health and Human Services Department, Southern Inyo Fire Protection office, and county staff housing from the leased portion of park property prior to transfer of operation.
 - While we wish to fully cooperate and assist with improving the condition of the park to satisfy aesthetic and health and safety needs as soon as possible, we are unable to assume legal or financial responsibility for any portion of county real property that is already in violation of federal, state or local law at the time that we assume operation. Examples would include fines from government entities such as HUD, OSHA, and the Dept. of Justice re: ADA compliance.
- **What is your time frame to begin and complete each project (site improvements)?**
See above.
 - **What are your anticipated site improvement expenditures?**
See above.

- **What are your site improvement funding sources?**

1. In just a couple of weeks, we have raised over \$13,250 from 100 people and businesses in pledged funds toward startup costs, including insurance, basic site improvements, and initial salary expenses. This has mainly taken place through word of mouth, and now radio stations, web networks and small businesses are getting involved. If we have a contract in hand, we will raise significantly more over the summer. Pledges range from \$4 to \$1,000 and come from all walks of life and income brackets, from all over the US and even Europe. (See list and photocopies in Pledge Appendix for details.)
2. We are told that the sewer pond may require substantially less money to repair than previously thought, making more Prop 40 funds available for other kinds of park improvements.
3. We will be increasing existing campground revenues through requiring all monthly campers to pay their own electric service, charging a \$3 day-use fee for anyone staying longer than 1 ½ hours, and charging a day-use fee for groups of 5 or more.
4. We will be increasing bath house voluntary donations very substantially. County staff tells us that since we brought the issue to public attention in the last month, donation revenues have already increased by several 100% even though there is still no signage in the bath houses.
5. We will be increasing campground use to prior levels, by greatly improving the quality of the facility and service; adding programming, national reservation service and advertising to college, ecotourism and RV communities. Well-published travel writers have volunteered to place key stories in widely read RV journals and well-known newspapers and magazines at regular intervals. (See Promotion Appendix.)
6. We are already in discussion with USDA Small Business representative, Mr. Crabtree, regarding a \$30,000-50,000 startup grant for 2005. Key priorities we are looking at are ones that enhance income capabilities, such as 50 amp pull-through sites, metered service in D Section and health and safety, such as ADA compliance at the bath houses.
7. This park, under local nonprofit management, should qualify for Community Development Block Grants or other government and foundation funding.
8. We recommend that until the facility has been brought into compliance with existing law, the county should consider returning annual concessionaire fee revenue to the park improvement plan.



Section IV – Community

- **How will you maximize community involvement?**

Part of our effort is to maximize the community itself. Should the county fail to award the park management contract to our organization, much of our winter community will simply cease to

exist. They have stated repeatedly that they could not return to a campground without reasonable monthly rates or spa facilities. The other area spas do not have sufficient bathing facilities for the numbers of campers they house, and these visitors as well would leave the area.

We are a community nonprofit organization, and have prepared this proposal over the course of the last year with unprecedented levels of community involvement at every step. The enthusiasm and love for Tecopa Hot Springs is humbling and awe inspiring. We have raised pledges of over \$13,250 in just a few weeks, because people believe so deeply in their right to community involvement in the protection of this unique and precious resource. It has been the heart of the community surrounding it for thousands of years. Our plan to provide a Community Park and Picnic Area is also something the entire Shoshone/Tecopa area has requested for many years.

We rely on existing close partnerships with talented individuals, local agencies, civic clubs, and businesses, the Chamber of Commerce, teaching facilities and tribal resources to provide ongoing programming and activities for every skill level, while simultaneously publicizing available natural and business resources. These might include regular social and holiday events, art and photography classes, guided hikes and driving tours, or lecture series. Examples are Ostrich Egg Painting with Paiute descendant Ila Ross, Desert Photography with Shoshone artist Frank King, a driving tour of area artist studios and unusual homes, or birdwatching and geology hikes at China Ranch. Working with the Chamber of Commerce, we will provide an area map with advertising and coupons for local businesses.

We would like to note that although a number of individuals, organizations and members of the press have attempted to contact CLM headquarters and the Big Bear Manager about community concerns, they have not responded a single time. We feel that this signifies a total disregard for our needs and welfare. This interpretation is completely upheld by both letters we received about other CLM facilities. (See Letters Re: CLM Appendix.)

Unlike CLM's Tecopa Park proposal, our plan satisfies community needs and concerns by:

- Offering badly needed jobs to local people with spinoff jobs for massage therapists, herbal wraps, etc;
- Keeping monthly camping rates for seniors and others;
- Providing quick and appropriate response through local management and oversight;
- Keeping revenue for the community and county, not a distant millionaire;
- Maintaining a high standard of operation with administration and staff who care about the springs and the local community;
- Protecting the irreplaceable healing properties of the hot spring water;
- Protecting the fragile and under-protected local environment from escalating ATV abuse, through a health, not recreational facility;
- Reducing risk of inappropriate behavior and liability from pool partiers by keeping gender-separate bathing and adding supervision at peak periods;
- Upholding the continuity of traditional use therapeutic bathing since time immemorial;
- Maintaining volunteerism opportunities and a cause that donors can believe in;
- Keeping the baths accessible to those who moved here to use them;
- Preventing further local anger and protests with county;
- Building a promotional campaign on local pride, history and resources; and

- Sustaining badly needed social services with an ongoing funding base for the Hummingbird Family Resource Center. (Startup funds will run out soon, and there are few alternative sources for ongoing funding.)
- Involving the community in decision-making, through regular meetings, suggestion boxes in the office, and daily access to more staff, hosts and volunteers than now available.

- **How will you maximize/retain traditional use of the bathhouses?**

We will link traditional use of the bath houses to our program and revenue plan. Local residents are very aware and proud of consistently honoring the traditional use agreement about the hot springs, made with the Paiute Pakwinavi Tecopa sometime prior to 1872. Being part of the ‘Last Treaty in America’ has enormous appeal to residents and visitors alike. Descendents of the local Paiute tribe still reside in the community and are highly respected. Interest in Native ways and natural healing continues to grow rapidly. A well-planned and publicized annual series of lectures, workshops, hikes and celebrations will appeal to new campers without replacing the old. We will also build on the Centennial of Chief Tecopa’s death in 2005 and work with the Shoshone Museum staff and board to develop a Tecopa History educational kiosk in front of the bath houses. (See Letters Re: Park for detailed community concerns.)

- **Describe your intentions (if any) regarding the offering of any low cost alternatives, discounts to County residents or long term users of the bathhouses/campground.**

As stated above, we will retain monthly camping fees and enhance the donation program, rather than violating traditional use agreements and community preferences with mandatory fee-for-use policies. Our longer hours of operation, appropriate signage and significant outreach to appropriate audiences will increase revenue rather than turn people away.

- **How will you promote, maximize the safe and healthy uses of the facility.**

By meeting community needs in our operation of the facility, we will greatly benefit from the cooperation and vigilance off community members. Staff, camp hosts and selected volunteers will maintain a presence in the bath houses during peak use periods, and be on call at other times. Many more people will be on site with health and safety training than there are now, or under CLM management. Revamped signage should greatly enhance bathers’ understanding of health and safety regulations. As soon as possible, we will arrange for translation of regulations into other languages for foreign visitors.

Regarding allegations of sexual activity: We will also insist on random spot checks in the men’s bath house by the county deputy. This helped immediately in the past. Should behavioral problems arise anyway, we will temporarily close the relevant bath house at night for a month or two and reevaluate the situation. This closure will not require an ordinance change, but will be for ‘health and safety’ reasons, like cleaning the pools.

Section V – Experience

- **Describe your experience operating a similar facility, i.e. campground, bathhouses.**

Every member of our Board and our Executive Director has important relevant experience operating other hot springs facilities, large scale outdoor camping and recreation activities,

facility engineering, staff and volunteer supervision and training and nonprofit administration. All of them are available every day. In addition, our Advisory Board is composed of some of the most qualified people in the Western U.S., with years of experience managing campgrounds and hot springs, serving in every capacity from camp host to staff and maintenance supervisors, and fiscal officer. They care deeply about this facility and will be readily available to assist, should the need arise. Please see the beginning Qualifications section and the Advisory Board Appendix for more details.

Section VI –Facility Operation

- **When would your Organization be able to assume the operation of the Facility?**

As of this month, the camping season is over and all but one long-term regular camper in the park has been forced to leave for at least six months. It is unlikely that random tourism will generate much income over the summer. Therefore, it is not feasible for anyone to operate the park profitably until the fall. We suggest taking over operations on September 1st, with major focus in the first two months on quickly making the facility attractive, safe and sanitary. In future years, camp hosts and skilled local volunteers could operate the facility at a minimal level during the two hottest summer months while staff used vacation time. If the county feels strongly about turning management of the park over prior to September, we are willing to negotiate.

Section VII - Insurance Requirements

Respondent shall provide evidence of the ability to procure the insurance coverage set forth below and shall provide proof of existing coverage or a Letter of Intent from an insurance provider evidencing the ability to purchase said insurance.

We have received detailed insurance quotes from our existing insurance company (for the Hummingbird Family Resource Center), and are waiting for another that specialized in campgrounds. All county requirements regarding insurance can be met with either firm. Evidence of our current insurance policy is attached as well. For further details, please review the documents in the Insurance Appendix.