



Board Meeting Attendees

Date: March 3, 2015

Location: Incline Library

| Board Members in Attendance | | Forest Service Representatives | |
|-------------------------------------|--------------------|---------------------------------------|------------------|
| X | Randall Osterhuber | X | Joe Flanery |
| X | Bob Moore | | |
| X | Jason Oelkers | | |
| X | Mark Bunge | | |
| | Dave Paradysz | Forecasters | |
| | Todd Offenbacher | X | Brandon Schwartz |
| X | Dustin Evans | X | Andy Anderson |
| | Eric Petlock | | |
| | Chip Morrill | Observers | |
| X | Holly Okom | | Steve Reynaud |
| | Dave Fiore | | Travis Feist |
| X | John Laine | | |
| X | David Bunker | | |
| | | | |
| Board Advisors in Attendance | | | |
| X | Debbie Broback | | |
| | Cameron Bordner | | |
| | John Swanson | | |
| | Larry Heywood | | |

| | | |
|------------------------|------------------|--|
| | Justin Broglio | |
| | Jeremony Jackson | |
| | | |
| Program Manager | | |
| X | Don Triplett | |
| | | |
| | | |

**Sierra Avalanche Center - Regular Board Meeting
March 3, 2015 – Time 5:30pm
Incline Village Public Library
Incline Village, NV 89451**

AGENDA – Items may not be heard in the order they are listed

A. CALL TO ORDER - Establish quorum/Introduction of guests - 5:58 PM

Guest: Brad Birmingham, invited by Holly. Works at Diamond Pk in the Race Dept.
Interested in avy education for his race team.

B. AGENDA AMENDMENTS AND APPROVAL

Approved.

C. APPROVAL OF MEETING MINUTES

Motion: John Laine
Second: Holly

D. PUBLIC COMMENT - *Any member of the public may address the Board of Directors on any matter that is not listed on the agenda. Comments will be limited to 5 minutes. Should discussion be required the item will be placed on a future board agenda.*

No public comments.

E. CORRESPONDENCE (10 min)

No outstanding correspondence.

F. PROGRAM REVIEW (30 min) - Executive Director

See attached Executive Director Report, additional comments of items discussed:

- Discussion of the CSP Grant, the four CA Avalanche Centers have all applied for Grants, the Board concern was consistency with the requests.
- Don feels SAC has good support from the State; he has worked hard to develop a good relationship.
- Don is sharing our signage models with the other centers as requested.

- Don has applied for a Nevada State Grant.

- Board discussion on the Know Before You Go Program. Not much content, should be revisited, suggested all review the Know Before You Go video.

- Continued discussion with Vail on Ticket donations, Vail resistant to discount tickets. SAC needs to look at wrapping packages together to make these tickets more attractive.

- Squaw/Alpine Ski Teams want a formal Avalanche education program, could be looking at 1700 kids. Discussion on our ability to assist.

- Discussion of the Project Zero program by AIRE. We would need to make a \$1500-2,000 donation to be sponsoring partner.

- Discussion on any changes needed in the Web site that will need to be done this summer and for budgeting purposes. Request that all come with suggestions, only suggestion so far is to use local landmarks that snowmobilers may be familiar with.

- The intern program this winter was very helpful to Don; he will be coming up with increased use and responsibilities for the future.

G. FOREST SERVICE REPORT - (30 min)

Forecaster's Update - Brandon Schwartz and Andy Anderson

Andy reported that during the weekend storm the web site hits were the smallest of any storm. Normally lots of activity during storm cycles.

5-Year Plan discussion. The Tahoe FLT Team was not available for a briefing. Joe is coordinating with the RO to present the plan. All board members have been asked to review the plan and provide comments to Holly for consolidation and forwarding to the Forest Service.

H. PRESIDENT'S COMMENTS (10 min)

Holly is working on "Qualifying SAC as a non-profit" to be active in Nevada, i.e. this will give us non-profit status and the potential for Grants from Nevada.

I. TREASURER'S REPORT - Randall Osterhuber (10 min)

SAC is \$11,000 deficit since Oct 1. This should turn around when the reimbursement from the CSP Grants come in.

Randall requested that any receipts turned in clearly state the purpose and be very clear.

Search for a Bookkeeper has not been successful. Board has a discussion on the need for a Bookkeeper and the duties.

Don reported that the total from all the events so far this year is around \$35,000.

J. DIRECTORS REPORTS (15 min) California State Parks Grant

D & O Insurance now in place. Annual premium is \$1363.

Discussion on the CSP Grant, details of discussion points in Executive Director Report.

K. NEW BUSINESS (45 min)

Report from the Strategic Plan Committee - Prior to the meeting a Strategic Plan Outline was mailed to all Board members, included was a questionnaire. The paper (attached) explains the need for a plan; all Board members were asked to read it. The Board discussed the need for the plan. Included is a set of questions each Board member is requested to answer and return. The committee members will also be following up with our partners and cooperating agencies with the questions.

The Board thanked the committee for some very good work to date.

L. **CLOSED SESSION (30 min)**

Executive Director Candidates discussion.
TNF 5 Year Plan SAC commitment discussion.

M. **ADJOURNMENT - Next Meeting Date April 7, 5:30pm Incline Library**

Attachments:

1. Executive Director Report
2. E-mail copy to all Board members
3. Board member Questionnaire for Strategic Planning
4. Forest Service 5-year Plan



January 2015 Board Report

Highlights & Correspondence -

- Partnership with Dodov Foundation made- Working on program goals, education, etc
- Grants submitted NSP & CSP for education campaign funding and advisory financial support
- Ski Days at Squaw Alpine underway \$60 tix good any day.
- Bruce Tremper Field Day with Brandon and Mt Fest
- Reno Gazette Journal Article

- Ski with a Ranger Program at Heavenly
- Jennifer Pizzi UNR School of Journalism interview for class projects
- Kristen Ferrall ski team KBYG interest in creating a program to reach Tahoe ski teams
- February Newsletter out

California State Parks Grant

G12 grant

- G12 Final Report submitted Waiting to hear back.

G13 Grant

- Course postponed. Will sink classroom portion and have 2 field sessions
- Payment request 1 waiting for documentation to complete submission. No rush as the grant app window is open and no progress will be made until after grants are awarded.

Fundraising Work and Events

- Tahoe Mtn Sports Avy Ed series SAC night 48 ppl \$1500 for series
- Tahoe Sport Hub - KBYG presentation and customer appreciation party
- Patagonia BC Basics program 28ppl \$362
- Tahoe Art Haus BC Basics 22 ppl \$383
- Bruce Tremper Field Day 14ppl \$?
- **REI** - Roseville and Reno BC Basics show 42ppl
- KBYG Sierra Nevada College Andrew Hennigh presents 20 ppl

Upcoming Events ~

Ski Days Kirkwood March 3-5 250 tix @ \$80

Tahoe Donner is closed ? after this weekend

Homewood 3/8 to end of season 260 tix @ \$35

Bear Valley 3/27 100 tix @ \$40

Squaw / Alpine 250 Tickets up 2.24 good till end of season. \$60

Mt. Rose 150 Tickets 3/ 21-22 @ \$35

Opportunities:

- Google Crisis management team: world wide reach needs local connection to get them grounded. Tattie Bailey doing outreach- sent her BC Basics synopsis and education outreach plan
 - Will follow up with her to connect. She has connected us with Marin Search and Rescue
 - **Project Zero** program funding \$1500-\$2500
- Supporting and Partnering on education initiatives and programs for "at-risk" segments. Specifically for the Jr.Freeskiing IFSA Big Mountain Tour (targeting ages 13-17) and the Mountain Sports International Big Mountain Freeskiing/Freeriding Competition Tour (targeting ages 18-30). Promotes backcountry safety, beacon awareness and clinics and rescue scenarios.

Providing copy and content to educators, partner brands, and media (for example Jackson Hole M

Ski Day progress

| Actual Sales | Total | # | Date | Sale Price | Gross Sale | |
|-----------------------|-------|----|--------------------|------------|------------|------|
| Northstar | 250 | 2 | Jan 27 to 29 | \$102.00 | \$204.00 | |
| Heavenly | 250 | 10 | Feb 3 to 5th | \$95.00 | \$950.00 | |
| Sugar Bowl | 500 | 82 | Feb 8-13 | \$45.00 | \$3690.00 | - 7% |
| Tahoe Donner xc | 25 | 0 | March 1 to 6 | \$20.00 | \$0.00 | |
| Tahoe Donner Downhill | 25 | 0 | March 1 to 6 | \$25.00 | \$0.00 | |
| Kirkwood | 250 | | March 3 to 5th | \$80.00 | \$0.00 | |
| Homewood | 260 | | 3/8 to close | \$35.00 | \$0.00 | |
| Bear Valley | 100 | | March 27th | \$30.00 | \$0.00 | |
| Squaw /Alpine | 250 | | 2/24-end of season | \$60.00 | \$0.00 | |
| Mt Rose | 150 | | 3/21-22 | \$35.00 | \$0.00 | |
| Auburn Ski Club | 50 | 2 | Feb 21-22, | \$10.00 | \$20.00 | |
| | | | | | \$4864.00 | |
| | | | | | | |

ountain Guides) that aligns with Project Zero and Backcountry Starts Here messaging. Partnering with larger backcountry/ski brands to help promote athlete training and safety, along with advising on consumer safety and training regarding backcountry products.

Collaborating with ski industry brands to create more compelling safety messaging that will resonate with our target audience.

Growing Avalanche Industry Partnerships with forecast centers, the AAA and now the AAI to work together cohesively across the board towards reducing avalanche accidents and promoting education.

Growing our Athlete and Community ambassador team to lead the social messaging campaign regarding avalanche safety and education.

Creating a PSA to feature before mainstream ski films for 2015/2016.

- **Ski Day Fundraising - Very slow. We need some snow to jump start this.**
 - Met with Nicky Deford to talk options for program future- Set to meet in June
 - Met with Frank Papandrea at Heavenly- Epic Env Manager, to get ideas going on on snow involvement with Ski w/ Rangers program

Discussion topics for Board Meeting

- KBYG video update with UAC. Do we want to contribute money, video footage etc?

- Project Zero founding?
 - Project Zero support - Backcountry starts here campaign \$1500-\$2500 sponsorship to be on board.

Meeting Notes :

SAC Board Members,

As part of the strategic planning process (the most important part!) we are asking YOU to provide input and guidance about the direction you would like to see SAC take over the next five years. The committee will analyze and share the results of the stakeholder surveys prior to the board retreat (date TBD), along with other information, such as feedback from other stakeholders, annual reports, budgets, etc. We will then develop a draft strategic plan for review and discussion at the board retreat. We hope to do most of the heavy lifting ahead of time so that retreat can be efficient and focused on key open questions that need discussion. Putting some time and thought into your survey responses now will help make that possible.

We are asking you to complete and return the attached survey by March 17. We hope you will take the time to provide thoughtful and detailed responses, because (1) the more input you provide now, the farther along we can get before the retreat, and (2) not everyone will be able to attend the retreat, and this is the best way to ensure your perspective is heard. You do not necessarily have to answer every question in the survey (some questions address the same issue from multiple angles), but the more you share the better, and of course we hope you will be totally honest and candid. Don't worry, you aren't being graded on spelling and grammar.

Before responding to the survey, it may be helpful to review some recent annual reports (available on the SAC website) and please read the draft Forest Service 5-year plan, which is attached. If there is any other background information that would be helpful for you, please let us know and we will do our best to provide it.

What is a strategic plan? A strategic plan outlines where we want SAC to be – over a fixed period of time – and defines how we are going to get there. A good strategic plan spells out the goals we agree on, along with the action steps necessary to achieve each goal, including staff resources, time, and financial support. The main elements of our plan will be:

- A mission statement (why SAC exists)
- A vision statement (what we hope to achieve)
- A brief history of where we've been
- Goals
- Strategies and action steps necessary to achieve each goal, including timeline, budget, and staffing
- Measurement/metrics (i.e. how will we know if we have met each goal?)

This strategic plan is specifically by/for the non-profit board. As part of this process we are soliciting input from Forest Service forecasters, staffers, and other stakeholders, which will have significant bearing on our strategic plan. As you know, the forecasters developed a separate (draft) 5-year forecasting plan that involves transitioning the TNF forecast center to a true NAC “Type 2” avalanche center, and moving the observers from contractors of the c(3) to Forest Service employees. Joe, Brandon, and Andy are currently shepherding their proposal through the Forest Service chain of command in an effort to secure support and funding. One outcome of our (the board's) planning is to determine what level of commitment to the FS 5-year plan we are comfortable with.

If you have any questions about this, please don't hesitate to email or call me (916-520-4980).

Thanks in advance for your ideas and guidance,
Mark, Jonathan, David, and Holly

SAC Board Questionnaire

1. Based on your experience around town, at the trail head, and on the skin track...
 - a. What is your overall sense of the level of “avy savvy” of Tahoe backcountry users? What have you seen that’s encouraging? What have you seen that’s troubling?
 - b. What do you see as the biggest gaps or unmet needs in BC user knowledge? Are there specific groups or types of users that need more outreach or education? What, specifically, would help those “at-risk” users the most? What do they need to know? What do you think is the best way to reach them, both in terms of message & media?

- c. Are there any success stories or models of education or outreach to BC users that SAC should learn from?
 - d. If you had to guess, what % of the BC users you come across know about the avy forecast (i.e. know that it exists)? What % check it before heading out? What % have formal avalanche education?
2. Thinking about SAC as an organization...
 - a. In 10 seconds or less, how would you describe what SAC is and what it does?
 - b. How do you evaluate whether whether SAC is successful?
3. A “SWOT” analysis is a common tool in strategic planning. Thinking about both internal and external factors, what do you see as SAC’s greatest...
 - a. Strengths?
 - b. Weaknesses?
 - c. Opportunities?
 - d. Threats?
4. How would you grade SAC’s forecast product (A-F)? Why? What do we do well? What could we improve or change?
5. How would you grade SAC’s educational efforts (A-F)? Why? What do we do well? What could we change or improve?
6. How would you grade SAC’s outreach efforts (A-F)? Why? What do we do well? What could we change or improve?
7. SAC’s current mission statement is “To inform and educate the public about backcountry avalanche conditions in the greater Lake Tahoe area.” Do you like that mission statement as-is, or would you propose any changes? A mission statement explains why we exist.
8. SAC does not currently have a vision statement. A vision statement explains what we want to achieve. Dave Fiore suggested “A winter backcountry where everyone comes home safe” as a straw proposal. What are your reactions to that as a vision statement? Do you have any edits or a different suggestion?
9. Ignoring the constraints of time, money, and reality (i.e. total pie-in-the-sky thinking), what are the three things that SAC could do that would have the biggest impact on achieving SAC’s mission? (whatever YOU think SAC’s mission should be)
 - a.
 - b.
 - c.
10. Now, taking time, money, and practical considerations into account, what are the three easiest things SAC could do better serve its mission?
 - a.
 - b.
 - c.
11. If you look ahead 5 years...
 - a. What would you want SAC to be doing *differently or better* than it is today?
 - b. What would you want to be sure SAC *continues* doing?

- c. Is there anything you *WORRY* about SAC doing or pursuing?
12. Imagine the next serious avalanche injury or fatality in the Tahoe backcountry. Try to picture the scenario and details - who was involved, where were they, what mistakes did they make, what did they know or not know, what did they do or not do. Now imagine we are talking about the incident in hindsight -- what could have prevented the incident, or more importantly, what could SAC have done to help prevent it?
13. Suppose SAC was suddenly able to raise \$20,000 more per year - what is the first thing you'd want that \$20,000 to go toward? Why?
 - a. And suppose SAC was able to raise \$50,000 more per year - what's the next thing you'd want that money to go toward? Why?
14. Thinking about fundraising, what do you think are the three most important steps we should take or avenues we should pursue to increase and stabilize our fundraising?
 - a.
 - b.
 - c.
15. What is your reaction to the Forest Service draft 5-year forecasting plan? What pros and cons do you see? Would you like the board commit to backing it as-is? If not, what edits or caveats would you make?
16. If you have any other thoughts or ideas, please share them here.

TNF Avalanche Forecasting Program 5 year plan

I. FS Direction

Winter use on Forests:

According to National Visitor Use Monitoring (NVUM) from 2008 - 2012, winter sports (downhill skiing, cross-country skiing, and snowmobiling) exceed hiking (19.3%) as a primary activity. (14.2 + 4.1 + 2.2 = 20.5 % winter sports). Notes – “cross-country skiing” in NVUM includes backcountry skiing and snowshoeing. This study represents data collected from all Forests, even those that do not have snow for winter sports, making the preference for winter sports over hiking even more pronounced.

FS National Avalanche Center Guidance:

The following sections are excerpted from the document:

***USDA FOREST SERVICE NATIONAL AVALANCHE CENTER BACKCOUNTRY
AVALANCHE CENTER OPERATIONAL GUIDELINES Fall, 2012***

OBJECTIVES:

These National Avalanche Center (NAC) guidelines provide:

1. Descriptions of the four types of avalanche centers operating in the U.S.
2. An outline of the professional, industry-wide standards used at avalanche centers.
3. An orderly and efficient template for the development of proposed avalanche centers.

The purpose of these guidelines is to promote consistency between the U.S. avalanche centers while still providing the flexibility for the variety of operations serving the public.

TYPES of AVALANCHE CENTERS:

The NAC defines the following types of avalanche centers. The types are defined by a center's size, complexity, and responsibilities. Each avalanche center falls into one of four types.

Type 1 Regional Centers: This type of center:

- Usually employs three or more full time Avalanche Specialists. One specialist is typically a GS-9 or higher and is designated as program leader or director. The other specialists are typically GS-7 or GS-8 or higher. These Avalanche Specialists:

- o Issue daily avalanche advisories.
- o Provide public avalanche education.
- o Provide relevant avalanche information to the local and national news media.
- o Regularly collect snowpack stability data.
- o Provides a platform for the exchange of snow, weather, and avalanche information that benefits local avalanche safety programs and public users.

Narrative: Type 1 Regional Centers are designated by the FS as Regional Centers of Excellence. In this capacity, they provide expertise to their regional office and also to the other avalanche centers in their region on an as-needed basis. They are often larger than Type 2 centers. Funding for Type 1 centers varies greatly depending upon needs and scope of the center; however, **a minimum level of funding is needed to meet personnel and equipment requirements.**

Type 2 Regional Centers: This type of center:

- Usually employs three full time Avalanche Specialists, or two full time Avalanche Specialists with additional part time help. One specialist is typically a GS-9 program leader or director and the other is typically a GS-7 or GS-8 or higher. These Avalanche Specialists:

- o Issue daily avalanche advisories.
- o Provide public avalanche education.
- o Provide relevant avalanche information to the local and national news media.
- o Regularly collect snowpack stability data.
- o Provides a platform for the exchange of snow, weather, and avalanche information that benefits local avalanche safety programs and public users.

Narrative: Type 2 centers are typically similar to Type 1 centers; however, they are usually smaller than their Regional Center of Excellence. Total funding for Type 2 centers also varies; however, **a minimum level of funding is needed to meet personnel and equipment requirements.**

Type 3 Local Avalanche Information Centers: This type of center:

- Usually employs one or two full time Avalanche Specialists and/or Avalanche Coordinators, sometimes a Snow Ranger, whose job description includes avalanche related duties. This person:
 - o Issues weekly or twice weekly avalanche advisories or avalanche information bulletins.
 - o Provides public avalanche education.

- o Acts as a local media contact.
- o Collects snowpack stability data.
- o Provides a platform for the exchange of snow, weather, and avalanche information that benefits local avalanche safety programs and public users.

Narrative: Funding for Type 3 centers is variable. It may be included as a part of and an adjunct to other duties. Additional **total funding is necessary to assure that the avalanche-related duties are given a high priority and accomplished.**

End of excerpt. Section on Type 4 centers omitted.

II. TNF Sierra Avalanche Center Type Classification and Issues

The NAC currently accepts the TNF program as a Type 2 Regional Center, but recognizes that FS employee staffing levels are below those directed. The addition of two part time field observers sub contracted by the partner non-profit organization act as a stop gap measure to make up for some of the staffing level deficit. No GS-9 Program Director/Avalanche Specialist position exists for the TNF program.

Operational vulnerabilities exist under the current staffing structure. Forecaster redundancy and field work travel partner availability are the primary operational and safety vulnerabilities. With only two forecasters providing a 7 day per week avalanche advisory product, the work burden falls entirely on a single individual in the event of significant injury or illness to one of the forecasters. No other individuals exist on the TNF or adjacent forests who have the proper skill set and experience to perform the avalanche forecaster's duties, even in an emergency situation.

With only two forecasters working to provide a 7 day per week avalanche advisory and perform the necessary associated daily field work, a professional level travel partner is frequently unavailable. This leads to the undesirable necessity of solo field work. Travel partners of less than professional ability create a liability and detract from the mission success. They require direct guiding and excessive supervision for maintaining personal wellbeing, detracting from the efficiency and mission success of the avalanche forecaster in the field.

III. Comparable Type 2 Regional Centers

The following Forests house Type 2 Regional Centers:
Gallatin NF (GNFAC), Sawtooth NF (SNFAC), Bridger-Teton NF (BTAC), and Chugach NF (CNFAC)

Each of these comparable Type 2 Regional Centers meet the NAC directives and have:

1. One GS 9/11 Director (13/13 or 18/8) and two to three GS 7 to GS 9 forecasters that are a combination of permanent 13/13 and temporary employees.
2. At least two permanent employees are fully funded by FS.
3. Remaining positions are funded by either FS funding or Friends group collection agreement.
4. Public Use - Web site unique visitors annually: SAC ~ 80k, GNFAC ~ 61k, SNFAC ~ 24k, BTAC ~ 100k, CNFAC ~55k
5. Years of existence in current staffing structure SAC 7, GNFAC xx, SNFAC xx, BTAC 39, CNFAC xx

IV. TNF Avalanche Forecasting Program Short and Long term Goals

Short Term Goals

1. Increase staffing level to address stated vulnerabilities and safety concerns.
2. Increase regional earmark to fund increased staff levels and to make up for loss of Forest level funding.

Long Term Goals

3. Transition from GS 1341 to GS 1301 job series
4. Build a career ladder

V. Yearly Development Goals

Development year 1 (winter 2015-2016)

1. Increase R5 earmark to \$35,000 for FY 16
2. Add two part time temp GS 7 forecasters at 32 hrs/week from December 1 to April 1 (9 Pay Periods)
3. Designate one of the two GS 8 13/13 forecasters as "Acting Avalanche Center Director".

Reasoning:

1. Increase funding to provide additional employee and second vehicle costs.
2. Increase employee numbers to provide better safety during field operations, forecaster redundancy, and number/diversity of field observations.
3. Avalanche Center Director structure will streamline communication and responsibilities between four person forecast team.

Development year 2 (winter 2016-2017)

1. Increase R5 earmark to \$40,000 for FY 17.

Reasoning:

1. Preparation for loss of LTBMU permit fees to WO.

Development year 3 (winter 2017-2018)

1. Increase R5 earmark to \$52,000 for FY 18.

2. FS to fully fund two GS 8 13/13 forecasters and two vehicles.

3. Shift full cost of temp GS 7 forecasters to SAC Friends group.

Reasoning:

1. Planned loss of LTBMU contribution.

2. Need to provide long term stability for support and funding of the FS forecasting operations.

3. SAC Friends Group increasing admin staffing level and educational outreach to the community and needs higher percentage of funds available for this cause.

Development year 4 (winter 2018-2019)

1. Increase R5 earmark to \$77,000 for FY 19

2. Create and hire GS 9/11 Director 18/8 in 1301 series (to replace one GS 1341 08)

Reasoning:

1. Fully fund perm FS Director and one Forecaster (GS 9/11 18/8 and GS 8 13/13)

2. Transition “acting Director” to official position.

3. Meet the defined criteria for a Level 2 FS avalanche center. (Currently recognized as a Type 2 center, but do not meet the staffing criteria).

Development year 5 (winter 2018-2019)

1. Increase R5 earmark to \$80,000.

2. Transition remaining GS 1341 08 13/13 to GS 1301 09 13/13 Avalanche Specialist.

Reasoning:

1. Protect program for long term success and lay a foundation for becoming a Type 1 Regional Center of Excellence.

2. Join national model of GS 7-9-11, 1301 series career ladder.

VI. Yearly Staffing Levels and Expected Funding Sources to Coincide with Yearly Development Goals**Current Year (winter 2014-2015)**

Staffing level

● Two GS 1341 08 13/13 Avalanche Forecasters ~ \$60,000

● Two sub contracted (by SAC Friends Group) professional field observers ~ \$15,000 to \$20,000

Funding structure Total ~ \$75,000 to \$80,000

- R5 earmark \$17,000
- R4 earmark \$7,800
- LTBMU permit fees \$23,000
- Friends group collection agreement \$13,000 (collection agreement allows FS to collect up to \$84,000)
- Friends group spends between \$15,000 and \$20,000 on contracting observations

Development year 1 (winter 2015-2016)

Staffing level

- Two GS 1341 08 13/13 Avalanche Forecasters ~ \$60,000
- Two part time temp GS 7 Avalanche Forecasters at 32 hrs/week from December 1 to April 1 ~ \$25,000

Funding structure Total ~ \$85,000

- R5 earmark \$35,000
- R4 earmark \$7,800
- LTBMU permit fees \$23,000
- Friends group collection agreement ~\$20,000

Development year 2 (winter 2016-2017)

Staffing level

- Two GS 1341 08 13/13 Avalanche Forecasters ~ \$60,000
- Two part time temp GS 7 Avalanche Forecasters at 32 hrs/week from December 1 to April 1 ~ \$25,000

Funding structure Total ~ \$85,000

- R5 earmark \$40,000
- R4 earmark \$7,800
- LTBMU permit fees \$23,000
- Friends group collection agreement ~\$15,000

Development year 3 (winter 2017-2018)

Staffing level

- Two GS 1341 08 13/13 Avalanche Forecasters ~ \$60,000
- Two part time temp GS 7 Avalanche Forecasters at 32 hrs/week from December 1 to April 1 ~ \$25,000

Funding structure Total ~ \$85,000

- R5 earmark \$52,000
- R4 earmark \$7,800
- Friends group collection agreement ~\$25,000

Development year 4 (winter 2018-2019)

Staffing level

- One GS 1301 09/11 18/8 Avalanche Center Director ~ \$60,000

- One GS 1341 08 13/13 Avalanche Forecaster ~ \$30,000
 - Two part time temp GS 7 Avalanche Forecasters at 32 hrs/week from December 1 to April 1 ~ \$25,000
- Funding structure Total ~ \$115,000
- R5 earmark \$77,000
 - R4 earmark \$8,000
 - Friends group collection agreement ~\$30,000

Development year 5 (winter 2019-2020)

Staffing level

- One GS 1301 09/ 11 18/8 Avalanche Center Director ~ \$60,000
 - One GS 1301 09 13/13 Avalanche Specialist ~ \$36,000
 - Two part time temp GS 7 Avalanche Forecasters at 32 hrs/week from December 1 to April 1 ~ \$25,000
- Funding structure Total ~ \$121,000
- R5 earmark \$80,000
 - R4 earmark \$8,000
 - Friends group collection agreement ~\$33,000